

CITY OF FOUNTAINS HEART OF THE NATION





## A Plan to Make Kansas City, Missouri One of the Safest Cities in the United States

Adopted by City Council April 25, 2002, Resolution No. 020452

Prepared for:

City Planning & Development Department City of Kansas City, Missouri

Prepared by:

The Citizens of Kansas City

8

The Rosselli Network

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## Making Kansas City one of the safest cities in the United States

April 8, 2002

Dear Mayor, City Council and Citizens of Kansas City,

The KC Safe City Initiative is a bold plan.

It asks us, as a community, to believe that Kansas City can become the kind of city where residents and visitors all feel safe. It asks us to believe that our children can grow up in neighborhoods that are cleaner, healthier and safer. It asks us to believe that we can come together around a common vision of a safer city, and move forward together to achieve our vision of the safest Kansas City, Missouri.

The **KC Safe City Initiative** asks everyone to make some changes. We are asking safety professionals to work in new ways. We are asking the City to try a new approach to providing services. We are also asking individuals and neighborhoods to roll up their sleeves and get actively involved in creating a safer city.

In the kind of safe city we envision, safety professionals such as police officers and neighborhood leaders, health department staff and businesses, codes inspectors and individuals, fire and ambulance personnel, and many, many more will all work together. They will create shared goals for safety and work as a team to reach those goals. Cooperation and collaboration on safety issues will become the new way of doing business in Kansas City, Missouri.

This **Initiative** is strong because hundreds of our friends, neighbors and co-workers spent many hours developing and refining its ideas. You will see the list of those who gave up their evenings and weekends at the end of this plan. We know that this **Initiative** is the best roadmap for a safer Kansas City because the community created it. Only residents of Kansas City know what they want to achieve, and how this community can best work together to meet our shared safety goals.

We hope that you will catch some of the passion members of the **Initiative's** Executive Team, Perspective Groups and Work Teams developed for this plan. Thank you for taking the time to read and understand the massive amount of thought they have put into this report. We hope that you will be inspired by their hard work and that you will reward it with implementation of the **KC Safe City Initiative Plan**.

Very best wishes,

Karen L. Pletz Stan Archie
Co-Chairs, **KC Safe City Initiative** Executive Team



Approving the KC Safe City Initiative Plan as a guide for making Kansas City one of the safest cities in the nation.

WHEREAS, the FOCUS Kansas City Plan states that personal comfort, safety, security and peace of mind are essential to residents and businesses in a livable city; and

WHEREAS, in order to further implement the FOCUS Kansas City Plan and to make Kansas City one of the safest cities in the nation, the City Development Department contracted with The Rosselli Network to develop a citizen-based public safety plan; and

WHEREAS, several hundred community members, safety professionals and experts participated on the Executive Team, in Perspective Groups, Work Teams and other community meetings to develop the plan, known as the KC Safety City Initiative Plan; and

WHEREAS, the KC Safe City Initiative makes Kansas City, Missouri, the first city in the country to bring together all public and private resources (emergency services, public safety services, City departments, community, neighborhoods and residents) into one unified safety system, without usurping the authority or identity of any individual part of this new safety system; and

WHEREAS, the KC Safe City Initiative Plan provides recommendations to achieve coordination of the new safety system, collaborative planning and analysis, community education and information, and a new model for service delivery; and

WHEREAS, the Police Board of Commissioners, the Metropolitan Ambulance Services Trust (MAST) Board of Trustees, and the Emergency Management Service (EMS) Advisory Committee each unanimously voted to endorse the KC Safe City Initiative Plan; and

WHEREAS, it is considered to be in the community interest to adopt the KC Safe City Initiative Plan as a guide for making Kansas City one of the safest cities in the nation; NOW, THEREFORE,

#### BE IT RESOLVED BY THE COUNCIL OF KANSAS CITY:

That the KC Safe City Initiative Plan is hereby approved as a guide for making Kansas City, Missouri, one of the safest cities in the country. A copy of the KC Safe City Initiative Plan is on file in the office of the City Clerk under Document No. 020452 and is hereby incorporated herein by reference. The KC Safe City Initiative Plan is not a plan adopted pursuant to Section 89.360, RSMo, but is a plan adopted as a policy for ways in which to make Kansas City safer.

Authenticated as Passed

Och in A

Catherine T. Rocha, City Clerk

DATE PASSED APR 2 5 2002

## Table of Contents

Letter from Co-Chairs	• • • • • • • • • • • • • • • • • • • •
Executive Summary	1
What is the <b>KC Safe City Initiative?</b>	13
Section 1: Creating the New Safe American City	17
The Disjointed Safety System	18
Pulling the Safety System Back Together: Kansas City's New Safety System	19
Section 2: Underlying Themes in the KC Safe City Initiative	21
"Broken Windows" Theory	22
The Crime Triangle Model	24
Problem-Solving Approach	26
Section 3: KC Safe City Initiative Principles	27
FOCUS Kansas City Plan's Principles for Policy	29
Section 4: New Responsibilities for Creating the Safe American City	31
Individuals	32
Blocks and Neighborhoods	34
Businesses	
Educational Institutions	35
Community Organizations and Faith-Based Organizations	_
Charitable Institutions	
Public Safety Professionals	
Criminal Justice System	
Media	
City of Kansas City, Missouri	38





KC Safe City Steering Committee. Problem-Solving Task Forces New Channels of Communication Streamlined Non-Emergency Communications.  B. Collaborative Planning and Analysis Center for Excellence in Safety Early-Warning System for Emerging Safety Problems Sharing Data across Departments, Public Safety Agencies and the Community Enhanced Safety through Environmental Design and Planning C. Community Education and Information Unified Safety Campaign Emphasis on Individual Responsibility  D. New Model of Service Delivery Collaboration between Departments, Public Safety Agencies, Neighborhoods and the Community Tailoring Service Delivery to Different Neighborhood Types. Encourage Greater Neighborhood Participation in the Safety System. Communicate New Block Watch Concepts  Major Recommendations and Action Steps Coordination of the Safety System  1. KC Safe City Steering Committee 2. Problem-Solving Task Forces	Sect	ıon	5: The Unified Safety Strategy for the New Safe American City	39
Problem-Solving Task Forces  New Channels of Communication  Streamlined Non-Emergency Communications  B. Collaborative Planning and Analysis  Center for Excellence in Safety  Early-Warning System for Emerging Safety Problems  Sharing Data across Departments, Public Safety Agencies and the Community  Enhanced Safety through Environmental Design and Planning  C. Community Education and Information  Unified Safety Campaign  Emphasis on Individual Responsibility  D. New Model of Service Delivery  Collaboration between Departments, Public Safety Agencies, Neighborhoods and the Community  Tailoring Service Delivery to Different Neighborhood Types  Encourage Greater Neighborhood Participation in the Safety System  Communicate New Block Watch Concepts  Major Recommendations and Action Steps  Coordination of the Safety System  1. KC Safe City Steering Committee  2. Problem-Solving Task Forces  3. New Channels of Communication.  4. Study Methods of Streamlining Communication	/	4.	Coordination of the New Safety System	39
New Channels of Communication Streamlined Non-Emergency Communications  B. Collaborative Planning and Analysis Center for Excellence in Safety Early-Warning System for Emerging Safety Problems Sharing Data across Departments, Public Safety Agencies and the Community Enhanced Safety through Environmental Design and Planning  C. Community Education and Information Unified Safety Campaign Emphasis on Individual Responsibility  D. New Model of Service Delivery Collaboration between Departments, Public Safety Agencies, Neighborhoods and the Community Tailoring Service Delivery to Different Neighborhood Types Encourage Greater Neighborhood Participation in the Safety System Communicate New Block Watch Concepts  Major Recommendations and Action Steps  Coordination of the Safety System  1. KC Safe City Steering Committee 2. Problem-Solving Task Forces 3. New Channels of Communication. 4. Study Methods of Streamlining Communication			KC Safe City Steering Committee	39
Streamlined Non-Emergency Communications  B. Collaborative Planning and Analysis Center for Excellence in Safety Early-Warning System for Emerging Safety Problems Sharing Data across Departments, Public Safety Agencies and the Community Enhanced Safety through Environmental Design and Planning  C. Community Education and Information Unified Safety Campaign Emphasis on Individual Responsibility  D. New Model of Service Delivery Collaboration between Departments, Public Safety Agencies, Neighborhoods and the Community Tailoring Service Delivery to Different Neighborhood Types Encourage Greater Neighborhood Participation in the Safety System Communicate New Block Watch Concepts  Major Recommendations and Action Steps  Coordination of the Safety System  1. KC Safe City Steering Committee 2. Problem-Solving Task Forces 3. New Channels of Communication. 4. Study Methods of Streamlining Communication			Problem-Solving Task Forces	43
B. Collaborative Planning and Analysis Center for Excellence in Safety Early-Warning System for Emerging Safety Problems Sharing Data across Departments, Public Safety Agencies and the Community Enhanced Safety through Environmental Design and Planning C. Community Education and Information Unified Safety Campaign Emphasis on Individual Responsibility D. New Model of Service Delivery Collaboration between Departments, Public Safety Agencies, Neighborhoods and the Community Tailoring Service Delivery to Different Neighborhood Types. Encourage Greater Neighborhood Participation in the Safety System. Communicate New Block Watch Concepts  Major Recommendations and Action Steps Coordination of the Safety System  1. KC Safe City Steering Committee 2. Problem-Solving Task Forces 3. New Channels of Communication. 4. Study Methods of Streamlining Communication			New Channels of Communication	. 45
Center for Excellence in Safety Early-Warning System for Emerging Safety Problems Sharing Data across Departments, Public Safety Agencies and the Community Enhanced Safety through Environmental Design and Planning  C. Community Education and Information Unified Safety Campaign Emphasis on Individual Responsibility  D. New Model of Service Delivery Collaboration between Departments, Public Safety Agencies, Neighborhoods and the Community Tailoring Service Delivery to Different Neighborhood Types Encourage Greater Neighborhood Participation in the Safety System Communicate New Block Watch Concepts  Major Recommendations and Action Steps  Coordination of the Safety System  1. KC Safe City Steering Committee 2. Problem-Solving Task Forces 3. New Channels of Communication 4. Study Methods of Streamlining Communication			Streamlined Non-Emergency Communications	48
Early-Warning System for Emerging Safety Problems Sharing Data across Departments, Public Safety Agencies and the Community Enhanced Safety through Environmental Design and Planning  C. Community Education and Information Unified Safety Campaign Emphasis on Individual Responsibility  D. New Model of Service Delivery Collaboration between Departments, Public Safety Agencies, Neighborhoods and the Community Tailoring Service Delivery to Different Neighborhood Types Encourage Greater Neighborhood Participation in the Safety System Communicate New Block Watch Concepts  Major Recommendations and Action Steps  Coordination of the Safety System  1. KC Safe City Steering Committee 2. Problem-Solving Task Forces 3. New Channels of Communication 4. Study Methods of Streamlining Communication	L	3.	Collaborative Planning and Analysis	53
Sharing Data across Departments, Public Safety Agencies and the Community  Enhanced Safety through Environmental Design and Planning  C. Community Education and Information  Unified Safety Campaign  Emphasis on Individual Responsibility  D. New Model of Service Delivery  Collaboration between Departments, Public Safety Agencies, Neighborhoods and the Community.  Tailoring Service Delivery to Different Neighborhood Types.  Encourage Greater Neighborhood Participation in the Safety System.  Communicate New Block Watch Concepts  Major Recommendations and Action Steps  Coordination of the Safety System  1. KC Safe City Steering Committee  2. Problem-Solving Task Forces  3. New Channels of Communication  4. Study Methods of Streamlining Communication			Center for Excellence in Safety	53
Enhanced Safety through Environmental Design and Planning.  C. Community Education and Information Unified Safety Campaign. Emphasis on Individual Responsibility.  D. New Model of Service Delivery. Collaboration between Departments, Public Safety Agencies, Neighborhoods and the Community. Tailoring Service Delivery to Different Neighborhood Types. Encourage Greater Neighborhood Participation in the Safety System. Communicate New Block Watch Concepts  Major Recommendations and Action Steps Coordination of the Safety System  1. KC Safe City Steering Committee 2. Problem-Solving Task Forces 3. New Channels of Communication. 4. Study Methods of Streamlining Communication			Early-Warning System for Emerging Safety Problems	55
C. Community Education and Information  Unified Safety Campaign  Emphasis on Individual Responsibility  D. New Model of Service Delivery  Collaboration between Departments, Public Safety Agencies, Neighborhoods and the Community.  Tailoring Service Delivery to Different Neighborhood Types.  Encourage Greater Neighborhood Participation in the Safety System.  Communicate New Block Watch Concepts  Major Recommendations and Action Steps  Coordination of the Safety System  1. KC Safe City Steering Committee  2. Problem-Solving Task Forces.  3. New Channels of Communication.  4. Study Methods of Streamlining Communication			Sharing Data across Departments, Public Safety Agencies and the Community	60
Unified Safety Campaign  Emphasis on Individual Responsibility  D. New Model of Service Delivery  Collaboration between Departments, Public Safety Agencies, Neighborhoods and the Community.  Tailoring Service Delivery to Different Neighborhood Types.  Encourage Greater Neighborhood Participation in the Safety System.  Communicate New Block Watch Concepts  Major Recommendations and Action Steps  Coordination of the Safety System  1. KC Safe City Steering Committee  2. Problem-Solving Task Forces  3. New Channels of Communication.  4. Study Methods of Streamlining Communication			Enhanced Safety through Environmental Design and Planning	65
Emphasis on Individual Responsibility.  D. New Model of Service Delivery Collaboration between Departments, Public Safety Agencies, Neighborhoods and the Community Tailoring Service Delivery to Different Neighborhood Types Encourage Greater Neighborhood Participation in the Safety System Communicate New Block Watch Concepts  Major Recommendations and Action Steps Coordination of the Safety System  1. KC Safe City Steering Committee 2. Problem-Solving Task Forces 3. New Channels of Communication. 4. Study Methods of Streamlining Communication	(	C.	Community Education and Information	69
D. New Model of Service Delivery			Unified Safety Campaign	69
Collaboration between Departments, Public Safety Agencies, Neighborhoods and the Community.  Tailoring Service Delivery to Different Neighborhood Types.  Encourage Greater Neighborhood Participation in the Safety System.  Communicate New Block Watch Concepts  Major Recommendations and Action Steps  Coordination of the Safety System  1. KC Safe City Steering Committee  2. Problem-Solving Task Forces  3. New Channels of Communication  4. Study Methods of Streamlining Communication			Emphasis on Individual Responsibility	71
Neighborhoods and the Community.  Tailoring Service Delivery to Different Neighborhood Types.  Encourage Greater Neighborhood Participation in the Safety System.  Communicate New Block Watch Concepts  Major Recommendations and Action Steps  Coordination of the Safety System  1. KC Safe City Steering Committee  2. Problem-Solving Task Forces  3. New Channels of Communication.  4. Study Methods of Streamlining Communication	L	Э.	New Model of Service Delivery	77
Tailoring Service Delivery to Different Neighborhood Types.  Encourage Greater Neighborhood Participation in the Safety System.  Communicate New Block Watch Concepts  Major Recommendations and Action Steps  Coordination of the Safety System  1. KC Safe City Steering Committee  2. Problem-Solving Task Forces  3. New Channels of Communication.  4. Study Methods of Streamlining Communication			Collaboration between Departments, Public Safety Agencies,	
Encourage Greater Neighborhood Participation in the Safety System			Neighborhoods and the Community	77
Communicate New Block Watch Concepts  Major Recommendations and Action Steps  Coordination of the Safety System  1. KC Safe City Steering Committee  2. Problem-Solving Task Forces  3. New Channels of Communication  4. Study Methods of Streamlining Communication			Tailoring Service Delivery to Different Neighborhood Types	80
Major Recommendations and Action Steps  Coordination of the Safety System  KC Safe City Steering Committee  Problem-Solving Task Forces  New Channels of Communication.  Study Methods of Streamlining Communication			Encourage Greater Neighborhood Participation in the Safety System	83
Coordination of the Safety System  1. KC Safe City Steering Committee  2. Problem-Solving Task Forces  3. New Channels of Communication  4. Study Methods of Streamlining Communication			Communicate New Block Watch Concepts	85
<ol> <li>KC Safe City Steering Committee</li> <li>Problem-Solving Task Forces</li> <li>New Channels of Communication</li> <li>Study Methods of Streamlining Communication</li> </ol>	Majo	r R	Recommendations and Action Steps	89
<ol> <li>Problem-Solving Task Forces</li></ol>	(	Coo	ordination of the Safety System	
<ul><li>3. New Channels of Communication</li></ul>	1	ι.	KC Safe City Steering Committee	90
4. Study Methods of Streamlining Communication	2	2.	Problem-Solving Task Forces	93
•	3	3.	New Channels of Communication	94
about Non-Emergency Safety Problems	4	4.	,	
			about Non-Emergency Safety Problems	95

	Col	laborative Planning and Analysis
	5.	Center for Excellence in Safety
	6.	Early-Warning System
	7.	Share Data across Departments, Public Safety Agencies and the Community98
	8.	Safety through Environmental Design and Planning99
	Cor	nmunity Education and Information
	9.	Unified Safety Campaign
	10.	Individual Responsibility101
	11.	KC Safe City Report Card
	12.	Annual Neighborhood Safety Meetings
	Nev	v Model of Service Delivery
	13.	Collaboration between Departments, Public Safety Agencies, Neighborhoods and the Community
	14.	Tailored Service Delivery to Different Neighborhood Types
	15.	Greater Participation in the Safety System106
	16.	Enhanced Block Watch Concepts107
۱p	pend	lix109
		Community Education Samples
		Twelve Ways to Improve Your Neighborhood Right Now!
		Encouraging Citizens to Get Involved in Crime Prevention
	B:	Suggestions for KC Safe City Initiative Indicators
	C:	Endnotes on Research and Sources
C:	Safe	City Initiative Participants and Acknowledgments
		ticipants
		nowledgments



## The KC Safe City Initiative: Executive Summary



Mayor Kay Barnes

The KC Safe City Initiative
makes Kansas City, Missouri the
first city in the country to bring all
of our emergency services, city
departments, community
resources and neighborhood
residents together into one

unified safety system. The **Initiative**, a year-long community-based strategic planning process sponsored by the City of Kansas City, Missouri, represents the ideas of several hundred community members, safety professionals, and experts. Once the ideas in this plan are approved, they will create a roadmap for the way safety services will be delivered in Kansas City.

The KC Safe City Steering Committee will lead all of these stakeholders in collaborating on shared goals for community safety, health, and quality of life. Shared goals will allow Kansas City to prevent crime, chronic health problems, and neighborhood decay in order to improve all of its neighborhoods, business areas, and cultural and entertainment districts. Shared goals will also be a catalyst to building healthy neighborhoods in the urban core – the most basic component of the new safe and healthy city we are trying to create.

We understand that in today's major urban areas, chronic problems – from crime to blight to preventable disease – flourish in part because of a fragmentation of priorities. Many individuals, agencies and programs are now working hard to combat these problems. Our efforts will be even more effective once we begin to collaborate as a unified safety system every step of the way. We will bring together prevention, early intervention, and emergency services, and collaborate on an individual block, neighborhood, and city-wide basis.



Welcome to Kansas City!



We understand that in today's major urban areas, chronic problems – from crime to blight to preventable disease – flourish in part because of a fragmentation of priorities.



### Taking Charge

The KC Safe City Initiative Plan allows residents to take charge of our safety and the perception of our city. The future strength of our urban core and surrounding neighborhoods lies in the willingness of people to live in and visit these areas. Media reports and statistics released by national organizations should not be the only indicators of the safety of Kansas City. The KC Safe City Initiative allows Kansas City to set our own benchmarks for success, monitor our own progress, and communicate our progress to the entire community.

The KC Safe City Initiative builds upon the FOCUS Kansas City strategic plan for the future of Kansas City. Following the FOCUS process, the City of Kansas City, Missouri brought together individual residents and members of the police, fire and ambulance services, city employees, business owners, representatives of communitybased organizations, and many others to create the KC Safe City Initiative Plan. Our joint effort in putting together this plan is the first step toward a safer city.



Our joint effort in putting together this plan is the first step toward a safer city.

### According to the KC Safe City Initiative. a safe and healthy city has:

- ✓ A set of common safety goals that every city department, safety agency, business, community organization, neighborhood and individual understands and works toward under unified leadership
- ✓ A framework for collaboration that allows each member of the safety system to meet regularly, share information, and work together to analyze the complex inter-relationships between safety, health and quality of life in today's urban setting
- ✓ The strongest possible prevention and **intervention system** that tackles problems at their earliest stages, vigilantly watches for emerging problems, and develops effective strategies for addressing underlying causes of safety problems before they require emergency response
- Reduced crime and fear of crime where residents and visitors feel safe during the day and at night, are free of misperceptions about safety, and understand the role they can play in avoiding and preventing unsafe situations

- ✓ Neighborhoods that look orderly and inviting with clean streets and public spaces, few or no vacant buildings, and no signs of decay that can cause neighborhoods to be perceived as unsafe and may attract crime
- ✓ A safe physical environment built on sound planning principles to prevent safety problems and development designs that encourage connections between community members
- ✓ Safety professionals and residents who work together toward shared goals to prevent and solve problems on a neighborhood and block level
- ✓ Individuals, neighborhoods, businesses, and community organizations that understand their role in the safety and health of the city and are active participants in making our city safer
- ✓ Ways to celebrate its success and rewards behaviors and programs that make it safer and healthier



The KC Safe City Initiative builds upon the FOCUS Kansas City Plan, which guides the overall direction of the city. FOCUS contains many references to safety and provides strategies for achieving the safest Kansas City:

We, as Kansas Citians, envision our city as a people-centered community. From economic development to the readability of street signs, we consider people first. Kansas City shapes and *quarantees its future by examining* first and foremost the impact of every decision on future generations.



### Safety, Health, and Quality of Life

Kansas City residents – both ordinary citizens and safety professionals – built upon *FOCUS*' policy principles when we developed new ideas for safety, health, and quality of life. Our ideas have been incorporated in this plan as five key components:

- A description of the new Safer American City we want to create
- 2. Underlying themes in the **KC Safe City Initiative**
- 3. A set of **KC Safe City Initiative** principles to guide decision-making
- 4. New responsibilities for each member of the safety system
- 5. A structure for the *new Unified Safety*System, including Coordination of the
  Safety System, Collaborative Planning and
  Analysis, Community Education and
  Information, and a New Model for
  Service Delivery

### **Expanded Participation in the Safety System**

The **KC Safe City Initiative** asks many individuals and groups in Kansas City to get more involved in their own safety and the safety of the entire community. This is necessary if we are to meet the challenges of today's complex urban safety environment. We must all move beyond the traditional public safety system model, in which professionals are paid to protect the health and safety of the public. In this traditional model, the community tends to play a passive role, calling 9-1-1 in case of emergency, and leaving the safety of streets and neighborhoods up to the "experts."

The **KC Safe City Initiative** offers a "new" definition of our safety system. Each one of the groups listed on the next page is responsible for making the community as safe as possible. Without each of these groups, and without their collaboration, the safety system is incomplete and fragmented. With them, we can achieve our vision of becoming a people-centered safe and healthy urban city.



The **KC Safe City Initiative** asks many individuals and groups in Kansas City to get more involved in their own safety and the safety of the entire community.



The KC Safe City Initiative uses a broader definition of what the "safety system" should mean. The "new" safety system includes:

- ✓ Individuals and families
- ✓ Neighborhood associations and block clubs
- ✓ Traditional public safety professionals (police, fire, ambulance)
- ✓ Businesses, non-profit groups, and charitable foundations
- ✓ City services (such as the Health, Public Works, Neighborhood and Community Services, and Planning and Development departments)
- ✓ Other governmental agencies
- Community organizations
- ✓ Social service and health care providers
- ✓ Faith community
- ✓ Schools
- ✓ Media

The KC Safe City Initiative ties together police, health, fire, and ambulance services as important collaborative components of the new safety system. We understand that safety problems are complex and interrelated. When the housing in a neighborhood begins to deteriorate, for example, it leads to increased risk of fire, injury, and disease, as well as crime. All of the service providers who work in that neighborhood see a piece of the problem. They must coordinate their efforts in individual neighborhoods and work together to solve underlying problems in order to be most effective.

The **KC Safe City Initiative** follows the "Broken Windows" concept – that is, if we take seemingly small things like broken windows seriously, we can head off greater safety problems and improve the quality of life of our residents. This approach has helped several large cities reduce crime and disorder. The **Initiative** says we must take seriously



"quality of life issues" (or "broken windows") such as eliminating dangerous buildings, ridding neighborhoods of weeds, trash and abandoned cars, and cutting down on neighborhood disorder.

The KC Safe City Initiative ties together police, health, fire, and ambulance services as important collaborative components of the new safety system.





### KC Safe City Initiative: New Ways of Making Our City Safer

Emergency response to fire, illness, injury, and crime is vitally important to any city, but preventing problems is the most cost-effective approach any city can take. Few cities do it, because figuring out how to provide effective prevention services, and finding the resources for it when emergency budgets are stretched, is difficult. Through the **KC Safe City Initiative**, residents of Kansas City, Missouri have taken the first steps toward a better balance between prevention and emergency response.

The **KC Safe City Initiative** provides the leadership and collaborative structure necessary to bring all elements of the safety system to a common table. We expect our safety professionals, city departments, community groups, and neighborhoods to come together to develop shared goals for the entire safety system. A safety steering committee, called the KC Safe City Steering Committee, made up of leaders of all the elements of the new safety system is asked to look at the "big picture" of Kansas City's safety. The City needs to take leadership of the new safety system and provide the initial personnel resources to allow the Steering Committee to function effectively.

The Steering Committee ensures the new safety system is cohesive with unified goals and coordinated efforts to tackle tough safety problems. It searches for solutions to the most persistent safety, health and quality-of-life problems, while keeping an eye on developing "hot spots" and emerging trends. When the Steering Committee needs to study a complex issue or problem, it may appoint a **Problem-Solving Task Force** made up of staff from relevant departments, safety professionals, community representatives or other members of the safety system. The Steering Committee will make policy recommendations to the City Manager, the City Council, the Board of Police Commissioners, and the MAST Board of Trustees.

The **KC Safe City Initiative** institutes a problem-solving approach to safety, health and quality-of-life problems. It builds upon the problem-solving concepts embraced by community policing, and takes us to the next level – neighborhood problem solving that includes all of the elements of the new safety system described above.



The components of a problem-solving approach include:

- ✓ Smart analysis of safety conditions, using technology as a tool for problem solving
- ✓ Mobilizing community resources around neighborhood and city-wide problems, and letting the people closest to the problem figure out how to combat it
- ✓ Challenging citizens, businesses and community groups to participate in the problem-solving process
- ✓ Coordinating cross-departmental collaboration to focus on specific neighborhood problems
- ✓ Studying results and applying the lessons learned to keep improving prevention, intervention, and emergency response

The KC Safe City Initiative strengthens connections and relationships between all elements of the new safety system. When service providers and residents are connected, they can often find creative solutions to problems that do not require public safety interventions. To enhance these connections, the **initiative** builds upon the *FOCUS* principle of neighborhood-based service delivery. Under the KC Safe City Initiative model, block clubs are a basic unit of the new safety system. Block clubs and neighborhoods are given new tools to prevent safety, health and quality-of-life problems, and to pull in the resources of local businesses, community groups, safety professionals and city departments. Neighborhood groups are also encouraged to take a new role in the safety system, by stepping up prevention activities and helping to head off quality-of-life problems and neighborhood deterioration.

The **KC Safe City Initiative** enhances prevention and early intervention in all areas of health, safety, and quality of life. It strengthens channels of communication that can help the safety system spot trends and emerging hot spots. It also creates an early warning system for emerging safety problems.





The new safety system is cohesive with unified goals and coordinated efforts to tackle tough safety problems. The **KC Safe City Initiative** promotes the sharing of information and data across the community in order to enhance the analysis of safety, health and quality-of-life problems. Kansas City has the technology to develop computer-generated visual maps to show crime patterns, emerging hot spots, and track city service delivery. Baltimore, with its CitiStat program, and New York City, with its CompStat program, are using such technology to track problems and analyze service delivery. Through the **KC Safe City Initiative**, we will take these programs one step further – by using computer mapping for preventive purposes, in addition to measuring and solving existing problems.

The **KC Safe City Initiative** facilitates citizen and professional involvement in solving safety problems. Block clubs, neighborhoods, and even safety professionals need assistance in keeping up with new research, pulling together data, and understanding how to effectively solve problems. The creation of a **Center for Excellence for Safety** 

will achieve these goals. This Center also will monitor progress toward shared safety goals, as well as monitor **indicators** of safety conditions to identify hot spots and results of prevention strategies, and provide support to those in the safety system who are working on problemsolving collaborations.





The **KC Safe City Initiative** promotes the sharing of information and data.

The KC Safe City Initiative guides safe development and redevelopment of buildings and the physical environment. The **Initiative** has defined a safe and healthy community as a place where connections are essential and where the design of the community encourages neighbors to be outside and interact with other neighbors, safety professionals, and city service providers. A safe physical environment uses sound planning principles outlined in the FOCUS Kansas City Plan to prevent safety problems and designs that encourage connections between community members. The **initiative** encourages the City to consider public safety and prevention when developing or redeveloping areas, such as making streets easy for emergency providers to locate and maneuver, redesigning intersections to alleviate traffic congestion or reduce traffic accidents, and recommending building design changes to reinforce the **KC Safe City Initiative** principles.

The KC Safe City Initiative communicates Kansas City's safety goals, measures progress towards these goals, and celebrates our successes. Kansas City residents, through the KC Safe City Steering Committee, have a way to develop our own safety goals. We use indicators to measure our progress and decide how to use our safety resources. Rather than letting the media alone define our city's overall safety, the KC Safe City Steering Committee will issue a simple **Annual** Report Card assessing progress toward shared safety, health, and quality-of-life goals. The Steering Committee will also oversee the development of a set of key messages, logos, and designs that constantly reinforce our community's safety goals and remind us of the importance of our role in making our city safer.





The **KC Safe City Initiative** communicates Kansas City's safety goals, progress towards these goals and celebrates our successes.

## Major Recommendations:

## Coordination of the New Safety System



Establish the KC Safe City
Steering Committee to unify
goals, resources, and priorities
across the city.



Initiate Problem-Solving Task
Forces to systematically address
complex, city-wide problems using
the broadest possible range of
resources and opinions.



Develop new channels of communication between all members of the safety system.



Study further methods of streamlining communication about non-emergency safety problems.

## Collaborative Planning and Analysis



Develop the Center for Excellence in Safety to assist various agencies, departments, and the community in sharing resources for research, analysis, and computer mapping to facilitate prevention, identification of emerging problems, and problem-solving.



Develop an early-warning prevention system to identify emerging safety problems.



Share data across departments, public safety agencies, and the community.



Enhance safety through the use of environmental design and FOCUS planning principles.

## Major Recommendations:

## Community Education and Information



Develop a unified safety campaign.



**Emphasize** individual responsibility.



Develop an annual KC Safe City Report Card.



Institute annual neighborhood safety meetings.

## New Model of Service Pelivery



Enhance collaboration among departments, public safety agencies, neighborhoods, and the community.



Tailor service delivery to different neighborhood types based on FOCUS neighborhood and district types.



Encourage greater participation in the safety system.



Enhance Block Watch Groups' and Neighborhood Associations' ability to improve safety, health and quality of life in their area.

## The New Kansas City Safety System: Major Elements



## What is the KC Safe City Initiative?

The **KC Safe City Initiative** has been a year-long community-based strategic planning process sponsored by the City of Kansas City, Missouri. The **KC Safe City Initiative** plan represents the ideas of several hundred community members, safety professionals and experts. Its goal is to make Kansas City, Missouri the first city in the country to bring all of its emergency services, city departments, community and neighborhoods resources together into one unified safety system.

Like the FOCUS Kansas City Plan, the **KC Safe City Initiative** plan provides the city and the community with a roadmap for the future. It provides a collaborative structure for preventing and solving safety, health and quality-of-life problems that affect our city.



### KC Safe City Initiative Goals

- ✓ To reduce crime, fear of crime, and disorder in Kansas City neighborhoods, business, entertainment and cultural districts.
- ✓ To develop shared community goals for improved safety, health and quality-of-life, and measure progress toward those goals.
- ✓ To coordinate relationships between safety professionals, the City and the community, in order to make the most effective and efficient use of our resources.
- ✓ To develop a comprehensive, multi-agency strategy for preventing and eliminating safety, health and quality-of-life problems.
- ✓ To develop new ways for solving tough safety, health and quality-of-life problems.
- ✓ To unify safety messages and report on progress toward shared goals.





The KC Safe City Initiative Plan provides the city and the community with a roadmap for the future.



# Overview of the KC Safe City Initiative Plan Pocument

This document contains the major recommendations of the **KC Safe City Initiative's** participants and Executive Team members. These recommendations are based on ideas and other strategies outlined in the Perspective Groups and Work Teams Reports, which were issued earlier in 2001.

The **Executive Summary** presents a basic overview of the **KC Safe City Initiative's** recommendations.

#### **SECTION 1**

**Creating the New Safe American City** explains the reasons a new approach to safety is necessary.

#### **SECTION 2**

Underlying Themes in the KC Safe City Initiative introduces the reader to some ideas that influenced the shape of the Initiative.

#### **SECTION 3**

**KC Safe City Initiative Principles** presents a set of principles for making decisions and approaching issues in the context of the **Initiative**.

### **SECTION 4**

New Responsibilities for Creating the Safe

American City suggests roles for each member of
the new safety system to help create the safest

Kansas City.

#### **SECTION 5**

The Unified Safety Strategy for the New Safe American City provides an overview of the structure of the **Initiative** and its components, as well as how they all fit together.

#### MAJOR RECOMMENDATIONS AND ACTION STEPS

Summarizes the major recommendations for the **KC Safe City Initiative** and the action steps necessary to implement them.

#### **APPENDIX A**

Contains examples of **KC Safe City Initiative** materials that could be used for educational purposes.

#### **APPENDIX B**

Contains suggestions for possible KC Safe City Indicators.

#### APPENDIX C

Contains references and sources of information used to develop this report.

### Foundation of the Plan

The **KC Safe City Initiative Plan** is built upon the foundation of the *FOCUS Kansas City Plan*, which was developed by citizens and is being implemented by City Hall. *FOCUS Plan* provides a framework for the future of Kansas City. The **KC Safe City Initiative** followed the *FOCUS* process by obtaining input from a cross-section of the community and gathering diverse opinions into a strategic planning process. The **KC Safe City Initiative** builds upon the *FOCUS Plan* by adding strategies for safety, health and quality of life to complement those already contained in the *FOCUS Plan*.

The **KC Safe City Initiative** was developed jointly by the community, the City, and safety professionals. Input came from:

- citizens
- neighborhood leaders
- heads of all public safety services (including the Kansas City Police Department, the Kansas City Fire, Health and Emergency Management Departments, and MAST Ambulance)
- representatives of city, county, state and federal government agencies
- faith community
- schools
- for-profit and not-for-profit businesses
- other community groups involved in safety, health and quality of life
- media





The **KC Safe City Initiative** builds upon the *FOCUS Kansas City Plan* by adding strategies for safety, health and quality of life.

### Overview of the Process

**Executive Team:** The Executive Team guided the process and made strategic decisions about the direction of this plan. The Executive Team approved the recommendations contained in the **KC Safe City Initiative Plan.** 

Perspective Groups: Perspective Groups were made up of Kansas City residents, community organizations, businesses people, safety professionals, and city, county, state and federal department representatives, and others. These groups developed the "big ideas" that guided the development of the KC Safe City Initiative.

**Work Teams:** Work Teams were made up of similar groups found in the Perspective Groups. They further developed the Perspective Groups' ideas into strategic action steps.

**Community Feedback:** Strategic ideas were presented to residents and neighborhood leaders throughout the city for feedback in late 2001.

The **KC Safe City Initiative's** website also provided an avenue for citizens to comment throughout this process.





The **KC Safe City Initiative's** website also provided an avenue for citizens to comment throughout this process.



## The front porch is our symbol for safety.

It is an indication that residents are turned outward, willing to communicate and connect with their neighbors, to work together toward shared goals, and to offer their front porches as places of safety for others in the community.

Creating the New Safe American City



## **Section 1:** Creating the New Safe American City

The new American City demands a new approach to safety. If we are to deal with the complex and inter-related causes of crime, safety and public health problems, we must work on multiple fronts. We must find ways to look at an array of variables as dissimilar as educational levels, neighborhood design and smoke detectors in homes, which seem unrelated but can affect the safety and health of an entire community. We need to concentrate resources on effective prevention programs so we can head off more costly emergencies later.

Today's American cities, facing a multitude of conflicting priorities and budget constraints, could make significant improvements by pulling the resources of their safety system back together. Yet few cities have taken steps to re-integrate their safety systems to marshal all of their resources and to refocus them on preventing and analyzing complex safety problems.

**The KC Safe City Initiative** creates a new unified safety system, which brings together individuals, neighborhoods, the City, safety professionals and community groups (among others) to increase the effectiveness of prevention, intervention and emergency response to safety, health and quality-of-life issues.





In the safer city, men, women and children feel safe walking around during the day or at night. They feel safe playing in front yards, parks, and visiting all of the city's business, cultural and entertainment districts.

### The Disjointed Safety System

The traditional American city's public safety system has a police department, a fire department, ambulance service, and other services all working on important emergency and prevention programs. These "safety professionals" do a good job of both responding to emergencies and working on ways to prevent future emergencies.

The traditional safety system, however, has several major flaws:

- Because safety services both public and private – have developed as separate agencies, they have become disjointed in their priorities and service delivery.
- Many individuals, community groups, and religious institutions are working hard to

- prevent and alleviate safety problems, but they may be disconnected from the safety "professionals" who provide preventive as well as emergency services.
- Because we have professionals paid to "take care" of safety, many individuals have lost track of the important role they can play in their personal and community safety.





Powntown is alive and vibrant, and visitors as well as residents and employees feel safe and comfortable. People from the suburbs enjoy visiting and shopping in Kansas City's many neighborhoods and districts.

### Pulling the Safety System Back Together: Kansas City's New Unified Safety System

In reality, the safety system is broader than just the professional providers. Many groups contribute every day to making the community as safe and healthy as possible.

The **KC Safe City Initiative** looks at many elements as essential parts of the safety system. Their services and activities must be linked together so that the entire safety system works as efficiently and effectively as possible. They must all work together to set community goals to ensure that resources are being used wisely to meet the highest priorities.

The **KC Safe City Initiative** considers all of the following to be important elements of our safety system:

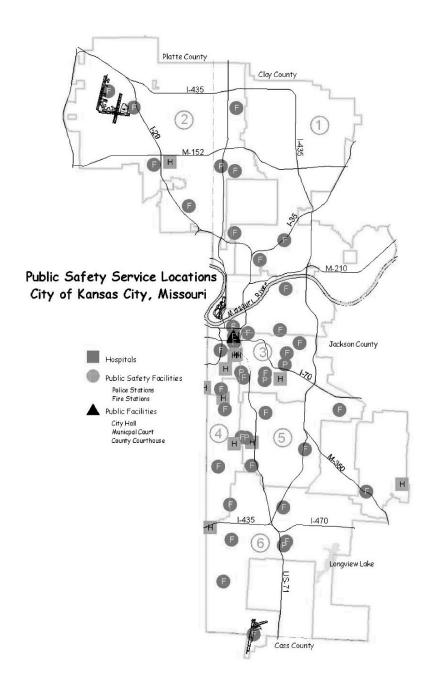
- · Individuals and families
- Neighborhood associations and block clubs
- Traditional public safety professionals (police, fire, ambulance)
- Businesses, non-profit groups and charitable foundations
- City services (such as the Health, Public Works, Neighborhood and Community Services, and Planning and Development departments)
- Other government agencies
- · Community organizations
- Social service and health care providers
- Faith community
- Schools
- Media

Without each of these groups, and without their collaboration, the safety system is incomplete and fragmented. With them working together, we can achieve our vision of becoming a people-centered safe and healthy urban city.





Neighborhoods look neat and cared for, with few vacant buildings, overgrown lots or abandoned cars. Residents and safety professionals work together to spot signs of environmental conditions that may foster crime, unhealthy conditions for children and neighborhood disorder, and prevent these situations before they become serious.



### Kansas City's Unique Safety Challenges

Kansas City, Missouri's safety system has some unique characteristics. While most city governments have the responsibility to oversee and operate all of the public safety services, Kansas City does not.

- Kansas City, Missouri is one of only two cities in the nation that does not maintain a police force. The Kansas City Police Department (KCPD) is a State-run agency, governed by an appointed Board of Police Commissioners and funded primarily by the city.
- Ambulance service is provided by the Metropolitan Ambulance Services
   Trust (MAST). MAST is a public trust governed by a mayor-appointed
   MAST Board of Trustees.
- The City controls the Kansas City Fire Department (KCFD).
- Both KCFD and MAST provide emergency medical services.
- There is no formal mechanism for coordinating our public safety efforts.

Kansas City also faces a geographic challenge.

- Police, fire and ambulance services must serve a landmass of 318 square miles.
- The community faces decisions about how to provide safety services to residents of its large urban, suburban and rural areas.

There are several hundred organized neighborhoods in Kansas City, which vary greatly. Some areas north of the Missouri River are just now being developed, while other areas in the urban core may contain many homes built before fire and safety codes were in place.



The "Broken Windows" theory, the "Crime Triangle" model, and other problem-solving strategies can be used to tackle health and quality-of-ife problems as well as crime. The KC Safe City Initiative calls for these approaches, which improve safety, health and quality of life, to become incorporated into every level of the safety system, from individual blocks to the overall KC Safe City Steering Committee that coordinates our safety system.

Underlying
Themes in the
KC Safe City
Initiative



## **Section 2:** Underlying Themes in the KC Safe City Initiative

The **KC** s

The **KC Safe City Initiative** is built on a set of key principles and ways of looking at safety, health and

quality-of-life problems. While Kansas City will face changing safety issues and problems, these key principles will guide the approach the community takes to each new issue. The **Initiative's** strategies are based on these ideas and ways of solving problems.

- The Broken Windows Theory
- The Crime Triangle Model
- A Problem-Solving Approach

The "Broken Windows" theory, the "Crime
Triangle" model, and other problem-solving
strategies can be used to tackle health and qualityof-life problems as well as crime. The **KC Safe City Initiative** calls for these approaches to improving
safety, health and quality of life to become
pervasive at every level of the safety system,
from individual blocks to the overall KC Safe City
Steering Committee that coordinates Kansas
City's safety system.





Problem-solving strategies can be used to tackle health and quality-of-life problems as well as crime.



### "Broken Windows" Theory

The **KC Safe City Initiative** incorporates the "Broken Windows" theory as a basis for the plan's strategies. "Broken Windows" refers to an article by James Q. Wilson and George Kelling (*Atlantic Monthly*, March 1982) that said crime and disorder are "inextricably linked" at the community level. The article said:

"Social psychologists and police officers tend to agree that if a window in a building is broken and is left unrepaired, all the rest of the windows will soon be broken. Just as physicians now recognize the importance of fostering health rather than simply treating illness, so the police — and the rest of us — ought to recognize the importance of maintaining, intact, communities without broken windows."

According to "Broken Windows," community disorder should be taken seriously, because residents will fear moving freely through their city if disorder greets them at every turn. In a 1996 book entitled *Fixing Broken Windows*, George Kelling and Catherine Coles listed some of the social and physical disorders that can create fear:

- · Aggressive panhandling
- Street prostitution
- Drunkenness and public drinking
- Menacing behavior
- Harassment
- Obstruction of streets and public spaces
- Vandalism and graffiti
- Public urination and defecation
- Unlicensed vending and peddling
- Unsolicited window washing of cars ("squeegeeing")

#### Kelling and Coles wrote:

"While many of these behaviors are designated as criminal, they are usually classified as misdemeanors or petty offenses under state laws and city ordinances, most often punishable only by fines or community service."

The point of "Broken Windows" and Fixing Broken Windows is that if these crimes are not taken seriously, they can escalate in a neighborhood. While each behavior may not seem that serious when looked at by itself, Kelling and Coles said the danger to a city

"... lies in the immediate fear that such disorderly behavior engenders in the local community when it reaches a critical mass, and in the potential for more serious crime, urban decline, and decay that may ultimately follow on the heels of disorder."

In 1990, George Kelling and New York City Transit Police Commissioner William Bratton tested this theory in the New York City subway. Bratton considered fare jumping to be a "broken window." He sent squads of roving plainclothes police officers to catch turnstile jumpers. He discovered that many of these fare jumpers were wanted on outstanding warrants or were carrying weapons. When Bratton stepped up arrests for misdemeanors, subway crime of all kind significantly dropped and ridership increased.



Bratton became New York Police Commissioner in 1993. He began a "quality-of-life initiative" to crack down on panhandling, disorderly behavior, public drinking, street prostitution, and unsolicited windshield-washing by the city's notorious

squeegee people. Combined with computerized tracking of crime hot spots and other innovative policies, "order maintenance" was credited with reducing felony crime by 27 percent in its first two years.



If these crimes are not taken seriously, they can escalate in a neighborhood.



### ▲ Crime Triangle

In addition to the "Broken Windows" theory, the **Initiative** has drawn upon another model of crime prevention called the "Crime Triangle." The "Crime Triangle" approach has proven to be successful in many cities and can be used when approaching health, safety or quality-of-life problems.

Firefighters know that fire burns only when there is enough heat, oxygen and fuel all in one place. Remove any one element, and the fire stops. Likewise, crime has three required elements: A villain, a victim, and an unprotected place. Remove any one element and crime does not occur.





Although police can work effectively to attempt apprehension of suspects, they cannot control all the elements that allow crime to take root in a community.

### Crime Triangle: Long-Term Solutions

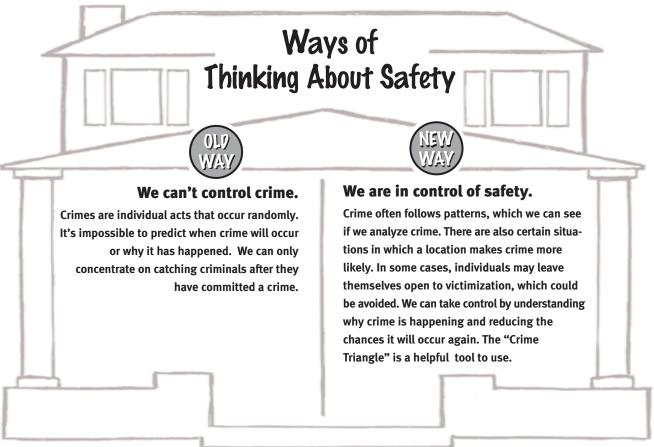
The secret to stopping crime in the short term is to remove one element — arrest the villain, teach the potential victim self-defense, or protect places by site-hardening, adding lighting, installing surveillance cameras, or introducing other features that dampen the desire of a criminal to act in that location.

The secret to stopping a crime problem in the long term lies in acting on at least two elements. Sometimes this can be accomplished by a single person. Much more often it involves motivating others to take action as well — for example, getting help from parole and probation officers, encouraging landlords to make property modifications and improve tenant screening, or teaching fellow neighbors how they can avoid becoming victims.

That is why solving chronic crime problems involves more than calling 9-1-1. Police are just one part of the solution. Although police can work effectively to attempt apprehension of suspects, they cannot control all the elements that allow crime to take root in a community. Effective involvement from the entire community — neighbors, tenants, landlords, business people, schools, places of worship, government agencies,

and many others — is important to ensure the long-term safety of our communities.

Finally, although it is true that one person, acting alone, can rarely expect to solve a chronic public safety problem by themselves, it is also true that it may be necessary for one person, acting alone, to start the process and motivate involvement by all who can help with the solution.



### A Problem-Solving Approach

Many of the strategies in the **KC Safe City Initiative Plan** are based on a "problem-solving" approach to safety, health and quality-of-life problems. The problem-solving approach is a key principle of community policing, which has been useful in solving quality-of-life and health problems, in addition to crime.

For example, if Kansas City residents of a particular neighborhood are concerned about drug activity in a nearby park, they could work with the Kansas City Police Department to eliminate the drug activity. The first step would be to identify and prioritize the problem. Residents and police could analyze the problem from the perspective of the "Broken Windows" and the "Crime Triangle" concepts. Police and residents would share information about those who were using the park for illegal activities, and include the Parks Department to help solve this problem.

Then, based on their analysis of the problem, the police, the Parks Department, and the community would develop strategies. Police could increase foot patrols in the park. Neighbors could agree to keep an eye on activity in the park and alert police when they saw something suspicious. Both could

agree that park closing times would be strictly enforced. They might be able to reach an agreement with the Parks Department to add more lights, trim shrubs and trees, and make other changes to the park to reduce the potential locations for illegal activity. At the same time, the Parks Department could simply change the timing on the automatic sprinklers in that area of the park, so sprinklers would run during peak drug dealing hours, instead of the early morning.

Finally, as the strategies are implemented, the police, Parks Department, and residents would monitor the results to see what is working and what is not working. They might even write about the results in a newsletter or call it to the attention of the media, so that more neighborhoods could hear about it and learn from their success.

### Problem Solving: 3 Key Factors

According to the National Center for Community Policing, there are three key factors that make effective community-oriented problem solving:

- "Help mobilize resources within the community
- 2. Challenge citizens to participate in the process
- 3. Work with both businesses and neighborhoods to collaborate on problem solving

Then the community police officers and public and private providers could work together on problems ranging from code enforcement to animal control to abandoned buildings."





We, as Kansas Citians, envision our city as a people-centered community.

From economic development to the readability of street signs, we consider people first. Kansas City shapes and guarantees its future by examining first and foremost the impact of every decision on future generations.

- FOCUS Kansas City Plan

SECTION 3:
KC Safe City
Initiative
Principles

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### **Section 3:** KC Safe City Initiative Principles

Prevention, collaboration, and personal responsibility for safety, health and quality of life are some of the major themes in the KC Safe City Initiative.

These themes, or statements of philosophy, describe what is necessary to create the new Safe American City. They can also be used to test our policies and actions to make sure they are consistent with the KC Safe City Initiative.

The **KC Safe City Initiative Principles** are the underlying themes that the Perspective Groups and Work Teams developed as they described the type of safe city they wanted to create. The *FOCUS Kansas City Plan* adopted many of these same principles in 1997. Since the *FOCUS Kansas City Plan* is our city's overall strategic plan, the **KC Safe City Initiative** builds upon its principles. All of these principles should be considered collectively when making decisions and approaching issues identified in the context of the **KC Safe City Initiative**.

### KC Safe City Initiative Principles

The KC Safe City Initiative Principles include:

### ■ Collaborate to Improve Safety-Related Prevention and Intervention Efforts and Emergency Response Services

Partnerships and cross-disciplinary relationships should be established among all elements of the new safety system. The new safety system must include constant communications between all elements of the system including government, community groups, and individuals. New ways to strengthen the flow of information between all sectors of the safety system are to be encouraged.

# ■ Emphasize Prevention and Intervention for Improved Safety

The wise use of our community safety resources is critical to a safe city. Prevention and early intervention are valuable ways to reduce the demand on the emergency response system and to head off more costly future problems. Looking ahead to anticipate future safety situations and needs is important, as well as finding creative ways to be ready for those situations.



The **KC Safe City Initiative Principles** are the underlying themes that the Perspective Groups and Work Teams developed as they described the type of safe city they wanted to create.



# ■ Gather Accurate, Complete Information and Analyze It Carefully

Decisions about safety, health and quality of life should be based on facts, not assumptions or misperceptions. A safe city will make better choices about the use of resources and our approach to safety problems by monitoring safety indicators and becoming alert to issues and trends as they develop. Technology such as GIS mapping should be used when it can add to the understanding and analysis of complex problems.

# ■ Increase Communication to Encourage Greater Participation in Safety Efforts

A safe city must build a high level of education and public awareness about improving safety and health. Education and public awareness are powerful tools for enhancing personal and community safety.

# ■ Strengthen Neighborhoods in Order to Strengthen the Safety System

Strong neighborhoods are safer, healthier, and more able to solve their own problems. This frees up the resources of emergency service professionals to more effectively respond to emergencies.

Programs to help strengthen neighborhoods and help residents to understand and resolve safety problems on an individual neighborhood and city-wide level are important to safety.

# ■ Encourage a Safe, Healthy and Orderly Environment

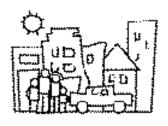
The physical environment of our city plays an important role in safety, health and quality of life. Attention to the first signs of decay of the physical environment and swift action are necessary to maintain a safe and healthy city.

# ■ Encourage Personal Responsibility for Safety, Health and Quality of Life

A safe city must be built on healthy behaviors. Individuals must be encouraged to play a role in keeping themselves, their neighborhoods, and the city as safe and healthy as possible.

# ■ Create a Safer, Healthier Future for our Young People

One of the most important safety investments we can make today is to make young people as safe and healthy as possible.



### The FOCUS Kansas City Plan's Principles for Policy

The FOCUS Kansas
City Plan lists 14

"Principles for Policy," which guide our City's decisions. While *FOCUS* contains many references to and strategies for safety, it did not pull those strategies together into a comprehensive safety plan. The **KC Safe City Initiative Plan** provides this structure for our city. The **KC Safe City Initiative Principles** provide the guideposts against which we can judge our city's safety, health and quality-of-life policies and decisions. Some of the *FOCUS* principles listed below clearly relate to safety, and others are less directly connected. But all of our efforts to improve safety, health and quality of life must be consistent with these *14 FOCUS* principles.

### ◆ Reaffirm and Revitalize Urban Core Values

Central to the city's vitality is the Urban Core, with its diverse population, historic neighborhoods, cultural, recreational and sports activities, central business district corridor, and its revival as a pleasant and sought-after place to live, work, do business, and learn.

### ◆ Advance and Encourage Quality Suburban Pevelopment

The health of our city depends on recognizing the interdependency of the city's suburban areas and the Urban Core. Each must be healthy for the city to attract development and grow. Quality suburban development enables the city to compete for residents and jobs and is an important part of the city's ability to grow in the future.

### ◆ Plan for a Well Designed City Framework

The design and maintenance of the city's transportation and infrastructure systems create a framework for sustainable development.

Excellent planning systems create a unique city that is physically united and beautiful.

### ◆ Strengthen Neighborhoods

Well-planned neighborhoods create identifiable communities in which to attain a sense of belonging, forge common goals, and work together.

### ◆ Ensure Environmental Stewardship

Natural resources and energy are valuable assets we should use judiciously and manage wisely for the benefit of present and future generations.





### ◆ Create A Secure City

Personal comfort, security and peace of mind are essential to residents and businesses in a livable city.

### ◆ Respect Diversity

Social, gender, cultural, ethnic, racial, economic and religious diversity bring richness to the city.

◆ Advance Education, Culture and the Arts
Learning is fundamental to citizenship, selfenrichment, and employment. A strong, vibrant
cultural and arts environment takes citizens
beyond everyday concerns, adds to their quality

of life, and supports the city's economic base.

### ◆ Pevelop Jobs for the Future

The far-reaching effects of technological change and a new global economy challenge Kansas City to identify its competitive role and provide employment opportunities for its citizens.

### ◆ Create Opportunity

Community and individual self-esteem and growth flourish in the presence of equitable opportunities and resources.

### ◆ Create a Better Future for Our Young People

Positive environments and attitudes that recognize and encourage children to be productive and enable them to be healthy will prepare our youth for tomorrow's world.

### ◆ Target Financial Investments Strategically

The city must have a sustainable tax base and must help target financial investments where they will be most effective and where they will achieve the city's vision.

## ◆ Build Government through a Partnership with Citizens

Responsive and creative governance connects and stimulates cooperation among government, citizens, business, and community organizations.

# ◆ Build Metropolitan Leadership and Regional Cooperation

The City of Kansas City is at the center of a metropolitan community where the challenges of building on the region's strengths and addressing its problems demand a collective response.



The new "safety system" includes traditional public safety professionals, city departments, the faith community, businesses, schools, foundations, community-based organizations, health care providers, and other groups. It also includes individuals, families, and neighborhoods, which are all responsible for making the community as safe as possible. Without each of these groups, and their collaboration, the safety system is incomplete and fragmented.

With them, we can achieve our vision of the safest city in America.

New
Responsibilities for
Creating the Safe
American City



### Section 4: New Responsibilities for Creating the Safe American City

Each individual in the new Safe

American City has a responsibility

to make himself or herself as safe

as possible. Each business, neighborhood and institution is called upon to think about safety, health, and quality of life in every decision it makes. Each institution and organization is expected to take safety, health and quality-of-life issues seriously and attempt to help the community progress towards its safety goals.

The underlying principles of prevention, collaboration, and personal responsibility (plus the additional principles listed in Section 3) require every person in the safety system to make some changes. The concept of individual responsibility is particularly important in The Crime Triangle Model (see Section 2), which asks individuals to reduce their likelihood of becoming victims. The Problem-Solving Model for Safety demands the participation and collaboration of both safety professionals and individual citizens.

The following suggestions for new roles are merely the "tip of the iceberg" in terms of responsibility for creating the new safer city. They are ideas that members of the community contributed during the **KC Safe City Initiative** process.



The underlying principles of prevention, collaboration, and personal responsibility . . . require every person in the safety system to make some changes.



The **KC Safe City Initiative** uses a broader definition of what the "safety system" should mean. The "new" safety system includes:

- ✓ Individuals and families
- ✓ Neighborhoods and block associations
- Traditional public safety professionals (police, fire, ambulance)
- Businesses, non-profit groups and charitable foundations
- City services (such as the Health, Public Works, Neighborhood and Community Services, and Planning and Development departments)
- ✓ Other governmental agencies
- Community organizations
- ✓ Social service and health care providers
- Faith community
- ✓ Schools
- ✓ Media



### The Role of Individuals

The new view of safety contains new roles for various segments of the safety system. The most important new role is that of the individual. In a sense, we are asking citizens to go back to the way things were before professionals provided so many of our safety and health services. Individuals can and should do many things for themselves, so that the resources of our professional safety system can be saved for emergency response and prevention.

The flipside of individual responsibility is the need for improved public education and communication about safety and health. We can no longer rely upon the media to randomly report crime, health and other safety-related information. The community must take control of sending a clear message to all citizens about how to make themselves, their neighborhoods, and their city as safe and healthy as possible. The community must also communicate its shared standards for behavior.

Examples of individual responsibilities, which could lead to less likelihood of victimization, fire or preventable injuries or disease, include:

- ✓ Knowing our neighbors, including the names
  of the children on our block.
- ✓ Walking in our neighborhood.
- Getting involved with young people and helping them succeed.
- ✓ Keeping homes and property up to codes.
- ✓ Parents taking responsibility for the actions of their children.
- Residents making sure front porch lights are on at night and property is well lit.
- Providing adequate lighting around our property, and trimming bushes and trees to eliminate potential hiding places.
- Ensuring that our address is clearly visible from the street for emergency vehicles.
- Preventing property crime by recording serial numbers of personal belongings.
- ✓ Taking personal action to prevent auto theft by locking our doors and not leaving our cars running.



In a sense, we are asking citizens to go back to the way things were before professionals provided so many of our safety and health services.

Registering our alarm system with the City and teaching family members the proper way to arm/disarm the alarm system, so as to avoid false alarm calls.

- ✓ Maintaining working smoke detectors.
- Getting trained in CPR, basic First Aid, and other emergency procedures.
- ✓ Using seat belts and child car-seats properly.
- Taking action to pick up trash left in our neighborhood rather than ignoring it or calling the City for action.
- Not placing bulky items or trash on curb until assigned day.
- Driving safely and courteously, especially on residential streets.
- ✓ Watching out for pedestrians and bicyclists.
- ✓ Not using 9-1-1 for non-emergency calls.
- Being willing to testify at court hearings.

- Understanding the risks of and ways to prevent cancer, heart disease, stroke, and communicable disease.
- ✔ Reducing exposure to second-hand smoke.
- ✓ Washing our hands before we eat.

Appendix A contains further suggestions for how we, individually, can get more involved in efforts to improve safety.





### Safety means an absence of crime.

A safe city is one where criminals are caught and incarcerated. If enough criminals can be caught, the city will become a safer place to live. Our government should use every possible resource to get criminals behind bars.



### Safety has many factors.

Even if the police department could lock up every criminal tomorrow, Kansas City would not suddenly be "safe." Residents still would face the risks of preventable diseases, unintentional injuries, and traffic accidents, among other potential problems. Residents need to understand that they make many choices about their personal safety, and there are many things they could do to cut down on their risk of victimization, injury or even death.



### The Role of Blocks and Neighborhoods

The **KC Safe City Initiative** presents new expectations for neighborhoods and blocks to be involved in the safety system. Many neighborhoods and block clubs are well organized and working hard to improve the health and safety of their surroundings, reduce crime, and bring people together to solve problems. In fact, many neighborhoods are stretched in terms of time and energy to keep up with the various services they already provide. As we ask them to take on new responsibilities, we must also make sure we increase the resources available to them.

Some of the new roles for neighborhoods and block groups include:

- Monitoring blocks and neighborhood for signs of disorder, health, and safety hazards.
- Forming active block watch groups to help monitor crime and disorder conditions.
- Setting safety goals for blocks and neighborhoods.
- Encouraging residents to make their homes and blocks as safe as possible.

- Working as a partner with the City, police, and fire departments to prevent and alleviate safety problems.
- Organizing and participating in neighborhood clean-ups.
- Working with neighbors to help property owners whose properties have begun to deteriorate.
- ✓ Taking responsibility for keeping our streets and local parks clean.
- Pulling together safety teams to prevent and solve neighborhood problems.
- Developing incentives to get residents involved and keep them involved.
- Supporting our youth in their positive development.

### The Role of Businesses

Both the business community and individual businesses have an expanded role in the new safety system. Some of their legal and civic responsibilities include:

- Keeping property up to codes.
- Being responsible neighbors and working with surrounding neighborhoods to improve safety.

- Landlords and businesses getting involved in neighborhood associations.
- Designing and redeveloping buildings to be as safe as possible.
- ✓ Helping to provide "safe zones" where children can get help.
- Serving as Community Anchors (as described in the FOCUS Kansas City Plan) to strengthen the neighborhoods around our property.
- Encouraging employees to get involved in making the community safer.
- Investing in the neighborhoods around our property.
- ✓ Taking responsibility for the potential outcomes of what our business sells.
- Providing adequate lighting around our property, and trimming bushes and trees to eliminate potential hiding places.
- Registering our alarm system with the City and training employees on the proper way to arm/disarm the alarm system, so as to avoid false alarm calls.
- Supporting our youth in their positive development.

### The Role of Educational Institutions

Some of the new roles for educational institutions include:

- ✓ Helping to provide "safe zones" where children can get help.
- ✓ Helping provide facilities for young people during non-school hours.
- Producing leaders through mentoring and other programs.

- Working together and sharing data in order to see the bigger picture of safety in our city.
- Providing research assistance in understanding and preventing persistent safety and health problems.
- Committing community service hours to improve safety, health and quality of life in our city.
- Supporting our youth in their positive development.



# The Role of Community Organizations and Faith-Based Organizations

Some of the new roles for community organizations and faith-based organizations include:

- Providing safe places for young people after school and at night.
- Serving as the core prevention system to head off safety problems.
- ✓ Intervening swiftly when youth begin to get in trouble.
- Working together and sharing data in order to see the bigger picture of safety in our city.
- Coordinating with other organizations and the City to avoid duplication of services.
- Providing a strong system of treatment and rehabilitation.
- Supporting our youth in their positive development.

### The Role of Charitable Institutions

Some of the new roles for charitable institutions include:

- ✓ Helping provide facilities for young people during non-school hours.
- Working together and sharing data in order to see the bigger picture of safety in our city.
- Avoiding the funding of duplicate services, which wastes valuable resources.

- Participating in efforts to solve persistent safety problems.
- Reaching out to the neighborhoods in which our facility is located.
- Providing education, research, funding and volunteers.
- Supporting our youth in their positive development.



### The Role of Public Safety Professionals

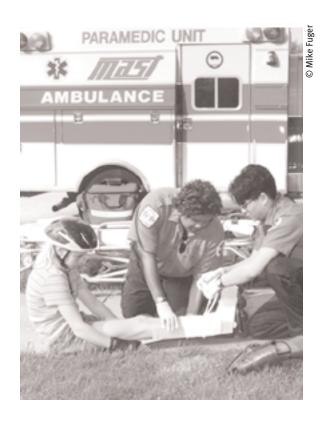
Some of the new roles for public safety professionals include:

- Expanding community policing concepts and community problem solving to all public safety agencies.
- Continuing to participate in the Police Athletic League.
- Enforcing disorder violations to head off neighborhood decay.
- Continuing to emphasize prevention as well as emergency response.
- Working with neighborhoods to prevent and solve problems.
- Analyzing emerging conditions to prevent future safety problems.
- Finding new ways to serve diverse cultures and groups.
- Working together and sharing data in order to see the bigger picture of safety in our city.
- Expanding and evolving community policing efforts.
- Supporting our youth in their positive development.

### The Role of the Criminal Justice System

Some of the new roles for the criminal justice system include:

- ✔ Having low tolerance for recidivism.
- ✓ Developing more programs to help ex-offenders successfully re-enter the community.
- Enforcing disorder violations to head off neighborhood decay.
- Continuing to emphasize prevention as well as treatment and enforcement.
- Continuing to commit to the Neighborhood Prosecutor, DART (Drug-Abatement Response Team) and Drug Court programs.
- Using community-based courts to address persistent problems.
- Working together to show a unified face to repeat offenders, letting them know that their behavior is not going to be tolerated in our city.
- Supporting our youth in their positive development.



### The Role of the Media

Some of the new roles for the media include:

- Reporting on and reinforcing preventive safety, health and quality-of-life measures.
- Reporting fairly and accurately on crime and putting crime stories into the proper context.
- ✓ Balancing negative stories with positive ones.
- ✓ Broadcasting and printing public service announcements to educate the public about safety and the KC Safe City Initiative goals.
- Reporting on the KC Safe City Annual Report Card.

### The Role of the City of Kansas City, Missouri

Some of the new roles for the City include:

- Providing strong leadership for a unified and collaborative safety system.
- Monitoring indicators (such as property values, code violations, non-payment of taxes, water shut-offs) for early signs of neighborhood decline.
- Designing new neighborhoods and redeveloping areas to be safer.

- Providing safe places to exercise, walk, and ride bicycles in the city.
- Continuing to improve housing, jobs and economic development as tools for improved safety.
- Fixing or demolishing abandoned and dangerous buildings in a timely manner.
- ✓ Assisting with neighborhood clean-ups.
- Working with other agencies and the community to share information and data.
- Providing helpful information to citizens on how future problems can be avoided.
- Responding to citizen requests in a timely and professional manner.
- Changing the way services are delivered in our community to a neighborhoodbased model.





With the **KC Safe City Initiative** Principles guiding our decisions and policies, new ways of organizing our safety system become obvious. As the participants in the new safety system begin to take on new roles, they free up resources to enhance prevention and problem solving. New strategies in four basic areas of the safety system tie into the new roles and principles, and become the basic strategies for creating the new safe American city.

SECTION 5:
The Unified
Safety Strategy
for the New Safe
American City





# Section 5a:

# Coordination of the New Safety System

We understand that in today's major urban areas, chronic problems – from crime to blight to preventable disease – flourish in part because of a fragmentation of priorities.

### 5a: Coordination of the New Safety System

The overall coordination of the new safety system comes from the KC
Safe City Steering Committee. This guiding body works with the Problem-Solving Task
Forces to head off and investigate tough safety

problems. It relies on the Center for Excellence in

Safety to provide research and analysis.



### The KC Safe City Steering Committee

Leadership, consensus on goals, and formal structure that gets everyone working together are all essential elements in a stronger safety system. This is especially true in today's tight budgetary times. The formation of the KC Safe City Steering Committee ensures that we are able to look at the entire safety system and the effect on it when making important decisions about safety, health and quality of life in our city. Working with its analytical arm, the Center for Excellence in Safety, the KC Safe City Steering Committee:

- Creates a formal structure for looking at safety, health and quality of life across departments, agencies, and the entire community.
- Gives neighborhoods, businesses and other important groups a voice in shaping the city's overall safety strategies.
- Looks at the "big picture" of safety, health and quality of life, and makes sure the safety system's responses are as coordinated, effective and efficient as possible.
- Creates a unified safety system focused on problem solving.
- Establishes and regularly assesses shared safety, health and quality-of-life goals for Kansas City.

- Heads off emergencies and solves underlying problems that lead to a strain on the safety system.
- Looks for the underlying and root causes, and multiple factors in the city's most pervasive problems.
- Helps the safety system focus attention on the serious quality-of-life problems (such as illegal dumping, abandoned vehicles, dangerous buildings, and speeding through neighborhoods) that most affect our citizens and drain departmental resources.
- Recommends safety, health and quality-oflife priorities that will help guide the safety system and the City in prioritizing funding and programs and leverage community resources to address the most important safety issues.

Cities have a responsibility to provide public safety and infrastructure for their citizens. Cities, however, can no longer afford to pay for the growing number of safety professionals needed to meet the growing needs of their citizens. Even if they could, research tells us that the most successful approaches to improved safety and health involve collaboration between public safety professionals and individual residents. Creating partnerships is an essential ingredient

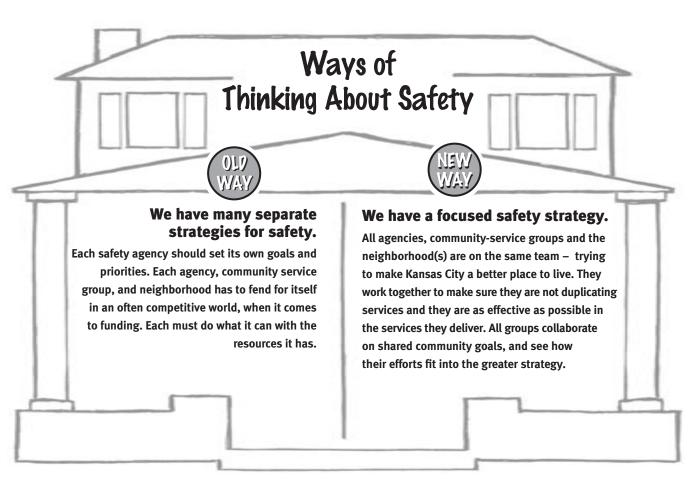
in increasing the safety and quality-of-life of our neighborhoods, and business, entertainment and cultural districts.

According to a March 2001 study by the Bureau of Justice Assistance, "Comprehensive Communities Program: Program Account":

"Crime continues as a major concern in our nation's communities. Public safety and quality of life are of critical importance to citizens, elected officials and service providers. Although public and private agencies and businesses have an interest and investment in preserving safety, neither public agencies nor private business can do this job alone."

The same idea — that public and private agencies and businesses must work together — also applies to many new approaches for improving the health of communities. Across the country, cities are finding success with broad strategies that bring agencies, departments and individuals together to work on common problems and build relationships.

Virtually every city in the United States has a program, grant or other project designed to ensure a more coordinated effort among multiple agencies directed at community problems. Communities across the country recognize the need for better





No other community, however, has gone as far as Kansas City has in coordinating its safety system.

coordination of services and programs. No other community, however, has gone as far as Kansas City has in coordinating its safety system.

### Coordination of Services in Kansas City

Kansas City already has a good system for coordinating its disaster and emergency services, allowing police, fire, EMS/ambulance, health and law enforcement agencies to collaborate across agency boundaries. The **KC Safe City Initiative** adds a new structure for coordination of prevention, planning and analysis as well as emergency and disaster response. The KC Safe City Steering Committee brings together all members of the new safety system – neighborhoods, businesses, emergency service professionals, safety-related department directors, city management and policy makers — to focus on the "big picture" of safety, health and quality of life.



The KC Safe City Steering Committee adds a new layer to coordination of services by:

- ► Formalizing the process of bringing agencies, neighborhoods, and other members of the safety system together on a regular basis;
- ► Incorporating collaborative prevention, early intervention and problem-solving measures;
- ➤ Developing shared goals for safety, health and quality-of-life improvements across the entire city;
- ► Making recommendations for more effective use of resources including funding, staffing and facilities; and
- ► Looking at the relationships between safety, health and quality-of-life concerns to see a more comprehensive picture.

The Steering Committee is the overall guiding body for the **KC Safe City Initiative**. It enables the Police (governed by the Board of Police Commissioners), MAST (governed by the MAST Board of Trustees) and Fire and other City departments (governed by the City Council) to work together on shared community goals. The Steering Committee also brings neighborhoods formally into the safety system. It enhances relationships between these groups in the manner described in the *FOCUS Kansas City Plan* and the **KC Safe City Initiative Principles**.

### **Unified Goals**

One of the most important functions of the KC Safe City Steering Committee is to develop consensus around shared safety, health and quality-of-life goals. Through participation in the Steering Committee, individuals and neighborhoods will have a new level of input into the priorities of the city and safety providers. As the goals are established, different departments and agencies may see how their individual goals line up with those of other departments, and how finetuning those goals could strengthen the entire safety system. The shared goals will also give the city manager and city council additional community input in setting budgetary and policy priorities.

Unified goals set by the KC Safe City Steering Committee will include:

- Balancing emergency response considerations with prevention strategies.
- Including disorder and health issues in the overall consideration of safety.
- Incorporating citizen input into the setting of priorities.

### Leadership of the New Safety System

Local communities across the country that have improved community safety often began by moving away from what might be called "traditional" city management practices. The solutions often involve what some have called community-oriented government – focusing on those problems that harm a community most rather than on those issues that, agency-by-agency, fit each department's fragmented scope of responsibility. Some of the challenges include kicking old habits, overcoming turf battles, establishing compatible terminology, bridging departmental cultures, and overcoming the false fear of what might happen if more citizens understood their role in a democracy.

Committed leadership is necessary to bring about this very difficult change. The following leadership elements are common in many successful programs:

- ✓ The passion and commitment of a skilled leader is the single best indicator of success. Changes in government approach often require considerable amounts of process, data collection, committee work, reporting, and time consuming negotiation. However, without one or more very committed leaders at the helm of such efforts, effective final results are unlikely. For any of these multi-agency efforts, crucial components seem to be a strong leader and dedicated staff or other implementers.
- ✓ "Evangelists" who run the day-to-day implementation. These people are easily identified by their combination of enthusiasm, mission focus, and commitment to succeed. Each is particularly easy to identify by a community-oriented focus while they typically enjoy the support of prominent city leadership, they place a high value on the positive response from the communities they serve.
- Leaders at the top whose impassioned support and guidance set the tone for success. Behind every successful effort, one can point to a city leader who staked his or her future on the program most often this is a mayor, a city manager, or a chief of police. They don't just support the effort it is as if they are constantly asking what more they can do to make sure it succeeds.

In bringing together safety professionals, city departments, and the community to create the **KC Safe City Initiative**, city leaders have signaled their support for a new collaborative safety system. The participants in the **KC Safe City Initiative** process, and those who have learned of its ideas, already have become willing evangelists for it. With the creation of an Executive Director position for the Center for Excellence in Safety, all of the elements of strong leadership will be in place to make this **Initiative** a success.



FOR MORE DETAILS ON THE KC SAFE CITY
STEERING COMMITTEE, SEE MAJOR
RECOMMENDATION #1 ON PAGE 90.



What is unique about the **KC Safe City Initiative** is that there is one body (the KC Safe City Steering Committee) that oversees or has knowledge of all the safety, health and quality-of-life-related task forces and safety-related activities.

### **Problem-Solving Task Forces**

The KC Safe City Steering Committee looks at overall safety, health and quality-of-life problems across the city and how they are interrelated. When the Steering Committee sees a difficult problem or one is brought to it, the Steering Committee has the authority to appoint a Problem-Solving Task Force to study that problem. Examples of the types of issues task forces might tackle include:

- Some problems, like the negative cycle of decaying buildings, that cut across departmental, public safety agency or neighborhood boundaries.
- A new type of crime or health problem popping up across the city.
- An increase in household fires.
- A safety problem in an entertainment district.

### Task Force Resources for Kansas City

The idea for Problem-Solving Task Forces is by no means new. Safety and quality-of-life-related problem-solving, ad hoc task forces can be found in Kansas City and in most, if not all cities. That makes sense, because most safety, health and quality-of-life problems cross departmental, geographic, and cultural boundaries. Examples of problem-solving task forces in other cities include:

- Baltimore has encouraged agencies to start
  working together with LeadStat, which maps
  lead paint poisoning reports. Officials from
  multiple agencies meet every other week to
  discuss lead abatement. Two other programs
  are similar. DrugStat measures the performance of drug treatment centers, and KidStat
  maps youth violence and its reduction.
- Denver uses a program called PACT (Pulling America's Communities Together) which is described as an approach for developing comprehensive and interdisciplinary approaches to violence reduction. Denver's approach includes using crime mapping to identify high-risk neighborhoods and populations.

• The San Jose's "Strong Neighborhoods Initiative" is a cooperative effort between the Mayor's Office, the Redevelopment Agency, and the community to improve neighborhood safety and conditions, and expand services. Project Crackdown involves such agencies as police, code enforcement, parks and recreation, and neighborhood services to perform multiple services in neighborhoods that are severely affected by drugs, gang activity, blight, and instability. Project Blossom is directed toward reducing blight in small residential neighborhoods with substandard housing.





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Numerous safety, health and quality-of-life task forces and committees already exist in or have an impact on Kansas City, either as ad hoc groups or as long-standing problem solving committees. A broad coalition in Kansas City is targeted at a community-wide response to sexually abused children and their families. Another recent effort brought together health officials, the courts, regional government, and drug and alcohol treatment providers to make recommendations on DUI-related issues.

What is unique about the **KC Safe City Initiative** is that there is one body (the KC Safe City Steering Committee) that oversees or has knowledge of all the safety, health and quality-of-life-related task forces and safety-related activities.

Problem Solving Task Forces allow the Steering Committee to focus on the community's most difficult and complex safety, health and quality of life problems and pull in the broadest possible range of resources and opinions. Because the Steering Committee is in part made up of key public safety officials, it has the resources and the authority to assign personnel to a task force.

When the Steering Committee sees a difficult problem, the Steering Committee will have the ability to appoint a task force to study that problem.

- ➤ A Problem Solving Task Force may be established by the Steering Committee to focus a broad range of resources on an emerging or persistent problem.
- ➤ The Task Force may make use of the Center for Excellence in Safety staff to analyze the problem and research effective solutions.
- ► The Task Force reports back to the Steering Committee with new and innovative strategies.
- ► The Steering Committee may ask the Task
  Force to continue working to resolve or prevent
  the problem, or share its findings with the
  City Manager, City Council, Board of Police
  Commissioners or the MAST Board of Trustees.



FOR MORE DETAILS ON THE PROBLEM-SOLVING TASK FORCES, SEE MAJOR RECOMMENDATION #2 ON PAGE 93.

# New Channels of Communication between All Members of the Safety System

In order to function as one unified whole, the new safety system needs clear and effective channels of communication between all of its members.

Two-way communication is essential – so that safety professionals and city staff can share information with residents and neighborhoods – and so neighborhoods and individuals can share information with safety professionals and city staff.

The **KC Safe City Initiative** approach to communication aims to move the City away from a complaint-driven approach to city services. Citizens should be easily able to report emergency and non-emergency problems. But we should be careful to develop a system that does more than respond to complaints. The new safety system we are trying to achieve values preventing problems

as much as our ability to react swiftly once they have occurred. The new safety system uses all possible methods — from contact with block watch groups to data analysis of emerging trends — to resolve safety issues before they become major problems or emergencies.

Kansas City should make it as easy as possible for its residents to get information, communicate with

safety professionals, request service, or make a complaint. This will encourage citizens to get involved in making the city safer and reduce frustration citizens feel when they have to make repeated calls to get the assistance they need. It may also reduce strain on the 9-1-1 system, by providing citizens a direct way to report problems that are not necessarily emergencies.





The **KC Safe City Initiative** favors communication systems that encourage citizens to get involved and do their part in making the city safer. There are a number of ways our communications systems can do that.

- ➤ Continually educate and encourage citizens to take responsibility for prevention efforts and improving safety, health and quality of life, as part of their role in our city's new safety system.
- ► Train Action Center call-takers to assist residents and neighborhoods by educating and encouraging residents on ways to prevent and solve their own problems.
- ► Incorporate and leverage FOCUS Centers as one of the key channels of communication between all the members of the safety system.
- ► Train FOCUS Center staff and volunteers on ways to assist residents and neighborhoods by educating and encouraging residents on ways to prevent and solve their own problems.

- ▶ Develop "tip sheets" that offer residents ideas for preventing and solving their own problems, and make these "tip sheets" easily available to citizens (such as through city departments, mailings and website, block club/neighborhood meetings and newsletters, FOCUS and CAN Centers, public safety facilities, community organizations, businesses, institutions, etc.).
- ► Standardize, consolidate and streamline all

information received by the City or *FOCUS*Centers on non-emergency citizen requestfor-service and complaint information into
one customer service database (or "gateway reporting system").

➤ Agree on and implement a formal process to promptly report back to citizens with information, response to complaints, prevention tips, and any follow-up to their request, in particular for requests not made directly to the Action Center.

# Ways of Thinking About Safety



# Knowing where to find help or information about safety is too hard.

Citizens are sometimes confused about who to call for information, service or to make a complaint. Sometimes they do not understand what they can do to resolve a problem on their own, or how they can contribute to the safety of their own family, neighborhood, or community.



# The City has an easy-to-understand system for information and assistance.

In order to make individuals an active part of the safety, we need to inform and educate them about things they can do to contribute to safety. When they do need safety services from the City, they should be able to find the information they need as quickly as possible, and the City should respond promptly to their complaints.

- ➤ Expand and upgrade the Action Center and advertise it as the place to call for non-emergency city service assistance, once service delivery capabilities can meet this increased demand. Consider upgrading software to a more advance Customer Service software program so that the Action Center can handle a greater number of calls more efficiently and effectively.
- ➤ The Center for Excellence in Safety should assist neighborhoods in putting together neighborhood problem-solving teams (also known as "Neighborhood Safety Teams") to marshal the resources of their residents, local businesses, institutions, public safety agencies and others.
- ServiceFIRST activities to provide department leaders and policy makers with important data about the type, amount, scope, location and frequency of city service requests. This information should be used in conjunction with other information about city service delivery to improve safety service delivery, allocate resources, and solve and prevent problems.

- ► Establish increased communication between all elements of the safety system at the monthly KC Safe City Steering Committee meetings, at Problem-Solving Task Force meetings, and at the Steering Committee's regular reports to the City Manager, City Council, Board of Police Commissioners, and MAST Board of Trustees.
- ► Hold quarterly meetings with all city departments to discuss annual safety, health and quality-of-life goals and priorities, and generate ideas for how to solve our city's complex safety problems.
- ► Use the city website to communicate safety, health and quality of life problem-solving techniques and to keep the public informed. Continue to develop the interactivity of the website to encourage citizen participation.



FOR MORE DETAILS ON DEVELOPING NEW

CHANNELS OF COMMUNICATIONS, SEE

MAJOR RECOMMENDATION #3 ON PAGE 94.



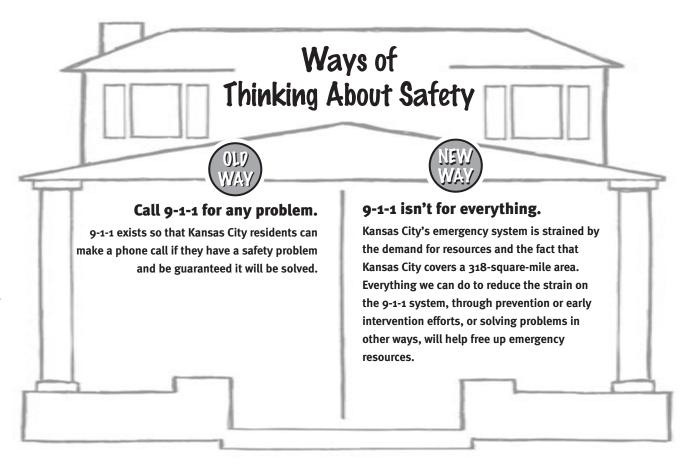
The **KC Safe City Initiative** favors communication systems that encourage citizens to get involved and do their part in making the city safer.

# Streamlined Non-Emergency Communications

The **KC Safe City Initiative** participants studied a national trend toward centralized non-emergency call centers. Although some participants liked some aspects of these new centers, there was not consensus that this was the right direction for Kansas City to take.

Therefore, the recommendation in this area is for the City to continue studying models of streamlined non-emergency communications, while keeping **KC Safe City Initiative Principles** in mind.

Across the country, the trend is for cities to implement non-emergency centralized call centers as methods of improving customer service. New customer service systems enable more effective collection, analysis, tracking and management of non-emergency citizen requests and service delivery. One growing trend is the creation of a centralized, 24 hours/day – 7 days/week, bilingual, non-emergency call and dispatch center. These centers often have one, easy-to-remember phone number for citizens to call, such as "3-1-1." The goals of 3-1-1 call centers typically include those identified by the City of Chicago:



- Making it easier for citizens to access city government
- Providing more services faster to more people than ever before
- Enabling citizens to make greater use of their city government to solve problems and improve quality of life

• Reducing non-emergency calls to 9-1-1

Although these centers are often implemented to improve customer service, they also make it easier for residents to find city information and make complaints. Examples of the different ways cities are approaching 3-1-1 initiatives include:

- Chicago's 311 Communication Center Residents of Chicago can dial 3-1-1 to access every service provided by city government to report a pothole, discuss a water bill, report a police non-emergency incident, reach an alderman's office, receive tourist information or information on any of the hundreds of services offered by city government. 3-1-1 is designed to support Chicago's Alternate Policing Strategy (CAPS) by providing residents with a simple method to contact city government to report conditions such as graffiti, abandoned vehicles and buildings — community decays that may lead to crime. Chicagoans need to remember only two numbers to reach city government: 9-1-1 for emergencies, and 3-1-1 for city services and police nonemergencies. The city's Office of Budget and Management uses the calls for service data to allocate money and personnel in the most efficient way possible.
- Dallas's 311/911 Communications Center The main difference from the Chicago model is that Dallas incorporated the 9-1-1 function into its centralized call center and cross-trained all customer service representative to be able to answer either type of call, thereby eliminating the need for a separate 9-1-1 center.
- Houston's 311 Center & ServiceStat Program Houston plans to add an additional level of performance tracking as the next phase of its 3-1-1 system. Its new ServiceStat system will give the City more data on citizens' service requests and the departmental response to the requests, as well as personnel data including the number of filled and vacant positions within a department, overtime hours, and other information. Department managers and elected officials may assess a department's performance at any given time and show opportunities to reallocate resources to address the issues of highest concerns to the citizens of Houston.





Across the country, the trend is for cities to implement non-emergency centralized call centers as methods of improving customer service.

# KCM0 Statistics Total number of 9-1-1 calls 2001 566,474 % change from 2000 +12% Total number of calls to KCPD's non-emergency number 2001 284,996 % change from 2000 -3% Total number of Action Center calls 2001 57,369 % change from 2000 +2%

### Current Channels of Communication

- 9-1-1 is Kansas City's 24 hour/day emergency response system. Police 9-1-1 call-takers determine what type of emergency service is needed, whether police, fire or medical, and initiate the emergency response through the appropriate agency. 9-1-1 is answered 24 hours a day, seven days a week. Many people call 9-1-1 for non-emergency reasons that they believe relate to safety.
- The Kansas City Police Department operates a non-emergency police phone number for citizens to call for police non-emergency services. The non-emergency number received approximately 220,000 calls in 2000, of which approximately 10 percent were related to city services not under the jurisdiction of the police department; this level of city-related call volume equates to roughly 40 percent of the Action Center annual call volume.

The City's Action Center provides citizens with
 a central number to call for information about
 city services, to call with complaints or to
 request city services. The City Council, the City
 Manager and Department leaders receive
 regular reports on citizen calls tracked by the
 Action Center. However, not all city service
 calls enter the City system through the Action
 Center, so not all calls are tracked or reported
 to key decision-makers, thus creating an
 incomplete picture.



In public meetings about the **KC Safe City**Initiative, neighborhood leaders expressed a strong interest in a centralized non-emergency number that would track response to calls by all departments. Although such a system may not be feasible during the city's budget shortfall, it should be studied again in the near future to see if the public would support such a center. However, it may be necessary for Kansas City to create a new model for a 3-1-1 system that better follows the **KC Safe City Initiative** Principles of prevention, encouraging personal responsibility and increased communication.

When the City studies the possibility of a 3-1-1 or related system, several **KC Safe City Initiative** Principles should be considered:

- ➤ Kansas City is a relationship-based city and as such, we need to determine if a centralized system, like 3-1-1, is the right avenue for how our citizens conduct business or if an interconnected, decentralized system would better achieve our safety goals.
- ► In addition to making complaints, residents should be able to get information about ways they can start trying to fix safety, health and quality of life on an individual, block or neighborhood level.
- ➤ Any new 3-1-1 or centralized call center should incorporate methods of encouraging citizens to take responsibility for improving safety and health and doing what they can to get involved in improving their own neighborhoods.
- ► The centralized call center should maintain close links with programs to organize blocks and neighborhoods, so that residents with problems can be helped in making contact with their neighborhoods and encouraged to work together.

- Any centralized system should link to neighborhood-based services such as the FOCUS Centers, in order to expand the delivery of services within neighborhoods and enhance relationships between safety professionals and the public.
- Any centralized system should incorporate the resources of community-based groups, which are not part of the City but are nonetheless part of the new safety system.

FOR MORE DETAILS ON THE PROPOSED STUDY OF A NON-EMERGENCY CITY SERVICES CALL SYSTEM, SEE MAJOR RECOMMENDATION #4 ON PAGE 95.





# Section 5b: Collaborative Planning and Analysis

In order for the KC Safe City Steering Committee to most effectively lead the safety system, it must have access to timely and accurate information and analysis. Residents and neighborhoods will also need assistance in understanding complex problems and finding ways to solve them. The Center for Excellence in Safety becomes the analytical and research arm of the **KC Safe City Initiative**, by providing technical assistance and analysis to all segments of the safety system.

### **Section 5b:** Collaborative Planning and Analysis

As the KC Safe City Steering Committee begins to bring together various members of the safety system around unified goals, a new level of collaborative planning and analysis of safety, health and quality-of-life issues can start. The safety system will be better able to analyze conditions, spot emerging trends, and prevent safety problems.

### Center for Excellence in Safety

In order for the KC Safe City Steering Committee to most effectively lead the safety system, it must have access to timely and accurate information and analysis. In addition, residents and neighborhoods will need assistance in understanding complex problems and finding ways to solve them. The Center for Excellence in Safety addresses both of these needs; it becomes the analytical and research arm of the **KC Safe City Initiative** by providing technical assistance and analysis to all segments of the safety system.

No other city has developed a Center for Excellence in Safety similar to the one proposed in this plan.





In order for the KC Safe City Steering Committee to most effectively lead the safety system, it must have access to timely and accurate information.





#### The Center will:

- ▶ Develop an early-warning system to detect emergency safety, health and quality-of-life problems and facilitate prevention and intervention efforts.
- ➤ Serve as a community resource center for research, analysis and innovative ideas about safety, health and quality of life.
- ► Become a repository for information on safety and prevention efforts.
- ► Provide staffing to the KC Safe City Steering Committee.

- ► Develop annual KC Safe City Report Cards.
- ► Monitor KC Safe City Indicators.
- ► Provide assistance with neighborhood safety assessments to individual neighborhoods.
- ▶ Provide technical assistance to improve safety through the application of FOCUS planning principles and environmental design principles.
- Assist departments, agencies and community service providers in sharing safety-related data, as directed by the Steering Committee.
- ► Become a national center that would help establish Kansas City as a leader in creative problem-solving safety systems.



FOR MORE DETAILS ABOUT THE CENTER FOR EXCELLENCE IN SAFETY, SEE MAJOR RECOMMENDATION #5 ON PAGE 96.

### The Early-Warning System for Emerging Safety Problems

The **KC Safe City Initiative** allows Kansas City to be out in front of emerging safety, health and quality-of-life problems. The **Initiative** uses a number of tools to create an Early-Warning Prevention System, so that new problems can be found early and solved before they begin to drain the resources of our community.

### Watching for "Hot Spots"

A crime "hot spot" is generally described as an area containing dense clusters of criminal incidents. Investigators use maps of areas where crimes have occurred to predict future crime activity and make decisions about the deployment of resources.

The same techniques can be used to address health, quality-of-life and other safety problems in Kansas City. The Early-Warning Prevention System will use both anecdotal evidence and data mapping to identify emerging "hot spots" so their escalation can be prevented. The Steering Committee will have the ability to look for hot spots that cross departmental or agency responsibilities and in different geographic areas of the city to detect trends.

Once hot spots are detected, the Steering Committee may appoint a task force to tailor a cross-departmental or cross-neighborhood response.

### Methods of Petecting "Hot Spots" and Emerging Problems

Information about emerging problems can come to the new safety system in several ways:

Monitoring calls-for-service to the various safety departments and to the City will facilitate spotting emerging trends or shifting patterns. The goal of this method is to develop "predictors" of future problems. We hope to learn what "tipping points" can alert us to the beginnings of decline in a neighborhood or district of the city.

In addition, the Steering Committee's members will discuss emerging safety, health and quality-of-life problems they see. They will also receive input from the community about emerging problems. The Steering Committee will look for patterns in the relationships between quality-of-life problems, health trends, and crime. This information will be analyzed by staff at the Center for Excellence to better predict future "hot spots" so prevention and intervention efforts can be employed as early as possible.



Currently, much information is available through safety departments and the City, but it is not always monitored or shared across departments. Regular monitoring of this data is essential because calls for service are an indicator of emerging as well as current problems. To facilitate this, the City Manager and Mayor will request that calls for information, service and complaints, whenever feasible, be collected in a consistent manner or in a common database. The following will help translate City calls for service into useful methods of detecting "hot spots" and emerging problems:

- The City should consider ways to incorporate data from calls coming into council offices, the mayor's office and the City's several hundred different phone numbers into a system that enables better trend spotting, decision making, and priority setting.
- The City should begin to track calls for information, service and complaints that come into the FOCUS Centers and use this information to indicate trends in various areas of the city. The FOCUS Centers (as further described in Section 5d) serve as the first contact for citizens with questions or complaints.

- The analysis of calls-for-service data will further refine our neighborhood service delivery model (further discussed in Section 5d) by measuring what types of complaints and requests for service are most common in each neighborhood type. This will allow the city to target service delivery based on the services that are most important to each neighborhood type.
- The Steering Committee, using the resources of the Center for Excellence in Safety, will take on the overall responsibility for monitoring callsfor-service trends by receiving regular reports from all safety agencies and city departments, including the Action Center.

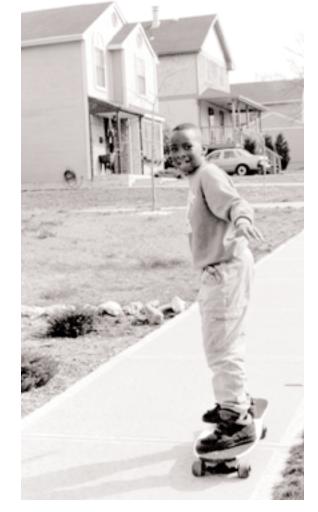




An early-warning system includes the following components:

- ➤ A Steering Committee focused on the entire safety system, gathering data from the Center for Excellence in Safety and evidence from the community on a regular basis.
- ➤ A set of Community Safety Indicators developed by the Steering Committee and monitored by the Center for Excellence in Safety, which point out emerging trends and patterns of safety problems.

- ➤ Center for Excellence staff that leads crossagency teams in looking for how the collection of disparate data can help to identify "predictors" of emerging safety, health and quality-of-life problems.
- ► A system for the Center for Excellence in Safety to watch for "hot spots."
- ► Information about citizen calls-for-service, requests for information and complaints to be used to identify trends.
- ► Problem-Solving Task Forces that are able to react quickly to emerging problems.





One tool for spotting emerging trends or shifting patterns of problems is the monitoring of calls-for-service to the various safety departments and the city.



### **Community Safety Indicators**

"Indicators" are small bits of information that reflect the status of larger systems. The **KC Safe City Initiative Indicators** will be used to help the community track progress.

The Center for Excellence in Safety will collect and monitor the data, and release it to agencies, the media, and the public in appropriate forms for each. Tracking these prevention-centered indicators will:

- Pull together safety, health and quality-oflife data that are already monitored.
- Look at data collected across departments, agencies, and the community.
- Enable prevention efforts, as well as emergency response times and other traditional yardsticks of safety, to be monitored and evaluated. By measuring prevention efforts, the **Initiative** will place added emphasis on the value of prevention.

- Give the community a way to measure progress toward common safety goals developed by the KC Safe City Steering Committee.
- Allow city, safety departments and other groups to access indicator data that can be combined with their own information for a more complete picture of safety.
- Allow Kansas City to rate its own success toward becoming safer, and communicate its progress to the media and others.

Communities across the country, including Kansas City, are setting goals and priorities, and using sets of indicators to measure progress toward those goals. These indicators help civic leaders and policy makers clarify key issues and challenges, or prioritize spending when budgets are tight. They are also useful for marketing the city to potential businesses and new residents.



These indicators help civic leaders and policy makers clarify key issues and challenges, or prioritize spending when budgets are tight.

Several models for measuring indicators and using the data exist across the country:

- Jacksonville's "Quality of Life in Jacksonville —
   Indicators for Progress" program is overseen
   by an indicators steering committee made up
   of 25 experts. An advisory committee of city,
   community and business leaders gives input.
   The project measures quality-of-life indicators
   and pushes for them to be included in
   institutional agendas. The city and the chamber
   of commerce are partners in this project.
- Nevada's Truckee Meadows Region measures the arts, public safety, education, land use, the economy, housing, the environment, transportation, health and human services, and government.

It is a partnership between the Truckee Meadows Regional Planning Agency and Truckee Meadows Tomorrow (TMT), a private, nonprofit "association of associations." The project receives a \$50,000 a year grant from a local hospital for the program, and gives \$100,000 a year in grants to collaborative projects that would demonstrably improve performance on quality-of-life indicators. Their "Adopt An Indicator" Program invites businesses, individuals, and organizations to "take responsibility" for an indicator.

Cleveland's Social Indicators Series provides
descriptive information about the health and
social conditions of people living in the
94 municipalities and neighborhoods of
Cuyahoga County. It is designed to serve as a
major social service planning tool and a call

for action for Greater Cleveland. The reports are updated periodically to ensure they remain viable planning and tracking tools. Indicators include *public safety, health, the health and well being of children and families, housing, and older persons.* 







The proposed KC Safe City Indicators have been developed to put increased emphasis on prevention. They also are a mechanism to monitor the relationship between safety, health and quality of life variables, in order to enable the safety system to respond more quickly to emerging problems. These indicators will also be used to develop the KC Safe City Report Card (See Section 5c).

Examples of the KC Safe City Indicators include:

- ► Number of vacant buildings.
- ➤ Self-reported feeling of safety of residents during the day and at night.
- ► Incidents of communicable disease.
- ► Number of working smoke detectors in homes.
- ► Number of codes violations and percentage abated each year.
- ► Number of active block clubs and neighborhood groups.

### Sharing Pata across Pepartments, Public Safety Agencies, and the Community

Safety professionals and city staff have identified the ability to combine cross-departmental data into visual maps as a key to improved analysis of safety, health and quality of life problems. The **KC Safe City Initiative's** goals in data sharing are to facilitate prevention of and early intervention into safety problems, and to test theories of how to improve safety.

Data collection, mapping and analysis can be costly and time consuming. We must ensure that there are solid reasons for undertaking new data collection and mapping initiatives. It is important to consider the staff time and cost of collecting data when determining whether mapping is the correct problem-solving tool for a given situation.



FOR MORE DETAILS ON THE EARLY-WARNING PREVENTION SYSTEM SEE MAJOR RECOMMENDATION #6 ON PAGE 97.

FOR A FULL LIST OF THE PROPOSED INDICATORS, SEE APPENDIX B ON PAGE 112.

### Two Examples of Pata Mapping Models

The two models being tried across the country are based on New York City's CompStat and Baltimore's CitiStat programs. Both attempt to use geographical mapping and display of time-sensitive data to solve problems and improve response rates.

BALTIMORE'S CITISTAT applies the CompStat model to the entire city government. The mayor's office calls it an accountability tool using computer pin mapping and weekly accountability sessions to manage every city service from public health to trash collection. Examples of how it is used include:

- The Solid Waste Department might be asked to submit data on anything from dirty alleys and missed trash pickups to sick days and overtime in its divisions. The CitiStat team analyzes the data and prepares it to be presented both verbally and visually at the meeting. The Citistat team also has an investigator who makes random visits around the city and brings back pictures of city service problems. The technical team geo-codes all city-related address data so it can be shown on maps, and prepares briefing books for the mayor and deputy mayors.
- The CitiStat teams follows the CompStat model of questioning department heads

- about their proposed tactics and strategies, using a problem-solving approach to improve service delivery and find problems.
- Part of the CitiStat philosophy is to move city services in quickly and efficiently when the weekly analysis shows a problem or developing situation that could become a problem.
- The CitiStat team hears from each city department every other week. Problems or concerns from the previous weeks are revisited to make sure they have been resolved.

According to the *Boston Herald*, "CitiStat has cost Baltimore \$285,000 for its first 11 months — including four full-time staffers, computer equipment and software and new furniture for the CitiStat room. Not counting improved service delivery, officials estimate savings of \$13.2 million, including \$6 million in overtime, \$5 million in reduced costs and increased revenues, and \$1.2 million in reduced absenteeism."

NEW YORK CITY'S COMPSTAT is named after a computer system for compiling statistics, which allows police to target their efforts by seeing and analyzing patterns and trends. Along with the mapping tools, the mayor and police commissioner allow precinct commanders a good deal of discretion in fighting crime, while at the same time holding those commanders accountable for the results in their assigned geographic areas or "sectors."

CompStat is based on four steps to crime reduction:

- 1. Accurate and timely intelligence
- 2. Rapid deployment
- 3. Effective tactics
- 4. Relentless follow-up and assessment

Computerized crime statistics are compiled and analyzed each week, and then displayed during crime strategy meetings on a large overhead projection screen. The weekly meetings allow for coordination of efforts and teamwork among different parts of the organization, as well as information sharing on successful strategies and tactics. CompStat is credited as a key component in ongoing citywide crime reductions both in New York City and in other cities where it has been replicated.

#### Geographic Mapping of Time Sensitive Data

Kansas City has been a leader in the use of GIS (Global Information System) mapping of data. Several other cities also use geographic mapping of time-sensitive data as a decision-making tool. The use of GIS mapping can facilitate decision making that results in more efficient service delivery and reduced safety problems. GIS mapping is the fundamental tool in two important safety and city service delivery models, New York City and Baltimore, as previously discussed.



- Many police departments and city agencies are using mapping as tools. Some cities are working on how to better share this type of data with the public. The example of Hartford shows how a city can make GIS a tool for its neighborhoods and communities.
- The goal of **Hartford Areas Rally Together** (HART), a community organization, taught neighborhood groups to create their own maps and analysis. Police department reports from the last two years were made available at 14 locations throughout Hartford in 1997-8. Citizen-based problem-solving committees were created for each of Hartford's 17 neighborhoods. These groups worked with city and police personnel to set safety priorities. Hartford tied the mapping project to the creation and strengthening of neighborhood associations and block watches. Participants say the benefits included better communication between police and the community, as well as a common understanding of neighborhood problems. Mapping also has allowed neighborhoods to quantify problems at addresses or areas known as "hot spots," where multiple problems may occur.
- Chicago's Information Collection for
   Automated Mapping is an online city site that
   allows citizens to create their own maps of
   crime occurrences throughout Chicago. Users
   specify an intersection, address or landmark,
   and the web site shows crimes within a
   designated radius. The maps are color-coded
   by type of crime, from petty theft to narcotics
   to homicide. The system is very popular with
   local residents, and those in the suburbs of
   Chicago are now asking for their own systems.
- Seattle's COMPASS project is a federallyfunded pilot project to create a multi-agency
  committee focusing on public safety using
  data collected from different agencies. Seattle
  was chosen as a pilot site for this project
  because the city has a strong history of
  agencies coordinating efforts on public safety
  issues. The project's staff consists of a director,
  an assistant, a half-time GIS person, and a
  half-time crime analyst, along with the
  research team.

### Pata Sharing in Kansas City

The City's ServiceFIRST program, based on Baltimore's CitiStat model, is beginning to use GIS mapping to track progress toward improved service delivery in the five basic services areas: street maintenance (including potholes); snow removal; abandoned vehicles; trash, bulky item pickup and illegal dumping; and storm water management.

#### In addition:

- A GIS users group of city departments is working together to expand the use of the technology.
- The Police Department uses mapping to track patterns of crime and deploy officers to areas of need.
- Children's Mercy Hospital's uses GIS mapping to track childhood injury rates by neighborhoods and identify priority areas, motivate leadership and grass roots efforts, and evaluate the effects of their intervention.

- The Kansas City Neighborhood Alliance and UMKC Center for Economic Information, with funding from the City and Ewing Marion Kauffman Foundation, set up a system that maps housing conditions, abandoned vehicles, litter, and infrastructure conditions. When completed, the database will contain ratings on the condition of 110,000 housing parcels and the public infrastructure that surrounds them, and will be accessible from UMKC's Website.
- The Community Wide Information Network
   Project (CWIN) is developing an online information infrastructure for the Kansas City
   metropolitan region, facilitating inter-organizational collaboration and providing access to
   information that is collected but has never
   been shared, thus linking information across
   agencies. CWIN includes the public libraries,
   social service and health care agencies, non-profit organizations, area universities, state
   and local governments, chambers of commerce,
   and economic development organizations.





Powerful new technology tools can be used to trigger early warnings, pinpoint tipping points, and study the effectiveness of prevention and intervention.

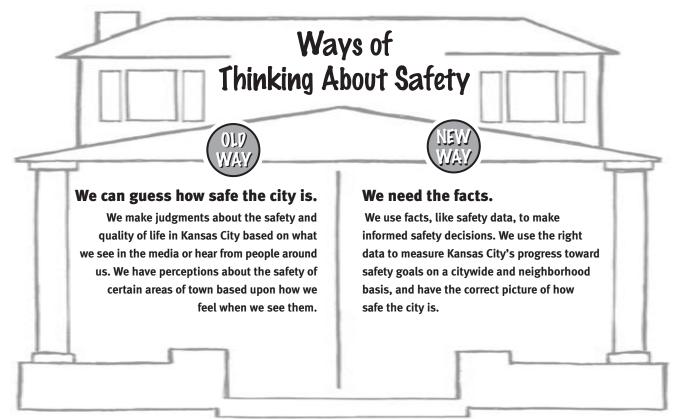


In Kansas City, the KC Safe City Steering
Committee and the Center for Excellence in Safety
will work together to enhance the community's
ability to prevent safety problems by using
mapping and other tools. The Center will consider
mapping as one of the tools available to provide
more complete research and analysis to the
community, but will use it in conjunction with
other methods.

Other cities have made strides in understanding and analyzing crime and service delivery problems using mapping technology. The **KC Safe City Initiative** goes a step further by using mapping and other tools for preventive purposes, such as developing and testing predictors of safety, health and quality-of-life problems. The Steering Committee, with the resources of the Center for Excellence, will look at quality-of-life issues as they relate to health and safety.

The Steering Committee will also allow the members of the safety system to find ways to use the powerful new technological tools to trigger early warnings, pinpoint tipping points, and study the effectiveness of prevention and intervention.

FOR MORE DETAILS ABOUT THE SHARING DATA
ACROSS DEPARTMENTS, PUBLIC SAFETY AGENCIES
AND THE COMMUNITY, SEE MAJOR
RECOMMENDATION #7 ON PAGE 98.



### Enhanced Safety through Environmental Pesign and Planning

Many commercial buildings and residential structures are built with security elements that are primarily designed to protect the property from harm or unwanted intrusion or minimize safety-related liability for the owners of the structure. But few other communities are looking at the opportunities to make sure buildings and surrounding land are designed to maximize the community's health and safety.

Kansas City's Center for Excellence in Safety will be a catalyst for innovative safety, health and quality-of-life strategies to be incorporated into planning and design.

- Incorporating public safety professionals into the planning process to ensure comprehensive review of new development and redevelopment plans.
- Consider formally incorporating a "Public Safety Impact Statement" into the planning process to ensure that new development and redevelopment plans are reviewed for public safety considerations, including the availability of public safety resources to support any new needs of an area.

- Guiding the city in creating neighborhoods that will maximize future safety of individual residents as well as the entire community, and reduce future strain on our safety system.
- Developing a program of "Enhanced Safety through Environmental Design" combining the FOCUS planning principles and applicable Crime Prevention through Environmental Design principles.
- Considering layout of streets and their impact on emergency services when approving new developments.
- Ensuring that new developments do not overburden the safety system's resources, in particular the emergency services.
- Coordinating with other programs to improve walkability and bicycle safety, and to reduce traffic speed in neighborhoods and downtown, cultural, and entertainment districts.

### The Four Basic Elements of CPTED

(Crime Prevention Through Environmental Design)

- NATURAL SURVEILLANCE: The ability to look into and out of your property. Crime is less likely to happen if criminals feel they will be observed.
- ACCESS CONTROL: Controlling entry and exit. Crime is less likely to happen if the criminal feels it will be hard to get in or that escape routs are blocked.
- TERRITORIALITY: Making a psychological impression that someone cares about the property and will engage in its defense.
- 4. ACTIVITY SUPPORT: Increasing the presence of law-abiding citizens can decrease the opportunities for criminals.



Communities are looking at the opportunities to make sure buildings and surrounding land are designed to maximize the community's health and safety.

#### Crime Prevention through Environmental Design

Some cities are incorporating Crime Prevention through Environmental Design (CPTED) principles into their building codes and planning process standards. Typically, these standards relate to ensuring adequate locks, exterior maintenance, visibility and placement of address numbers, and the like. The use of CPTED principles can benefit a community greatly. However, these principles must be used wisely and within the context of our city's *FOCUS* community planning principles.

In our interviews with police agencies in each of the 20 key cities, most said they do not have a police officer assigned to look at plans or make safety recommendations on City development plans. Boston police, for example, only review plans for police buildings. At the more progressive end of the spectrum, the town of Beaverton, Oregon assigns a police officer to review and make safety recommendations for all city buildings, but still not for other private and public development plans.

Here are some examples of what other cities are doing related to CPTED:

- Baltimore County's CPTED Advisory Group
   reviews projects for Crime Prevention through
   Environmental Design (CPTED) and provides
   suggestions that are usually, but not always,
   implemented. The CPTED Advisory Group
   reviews projects and provides its findings as
   guidelines. The 14 members include
   representatives from neighborhood
   organizations, the local municipal official's
   office, county planning, development, law
   enforcement, higher education, and the real
   estate industry.
- Eugene, Oregon has a Crime Prevention
   Specialist from Eugene's Department of Public
   Safety advise the Planning Department on an as-needed basis. Like the Baltimore County example, recommendations are just those recommendations, not requirements.
- Albuquerque's CPTED/Community Planning Engineer works with the Public Works
   Department in order to achieve greater interdepartmental coordination to protect and enhance neighborhood quality of life.

 Sarasota now promotes CPTED Principles in Land Development & Redevelopment. CPTED has become a part of the local planning and review process.

Several programs already underway in Kansas City focus on improving environmental safety:

- "Creating Quality Places: Successful Communities By Design" is a program of the Mid-America Regional Council (MARC) to encourage alternative design practices throughout the Kansas City area, including design standards and financing mechanisms, walkability, and bike safety.
- The Kansas City Police Department Business and Home Security Survey Program helps individuals become aware of the threat of crime, and assist them in taking action to reduce or remove the opportunity for it to occur in their home or business. This program is based on CPTED principles.
- The city's voter-approved streetlight enhancement project is nearly complete.
   It has raised the level of light on every roadway and sidewalk to improve personal safety and security.

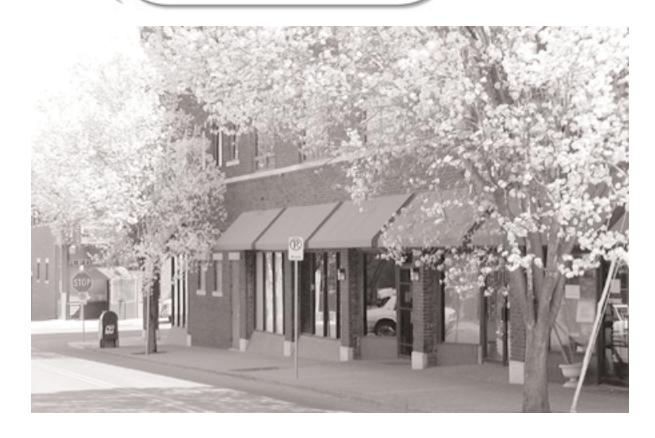


The **KC Safe City Initiative's** guiding principles suggest new ways of thinking about safer environmental design, within the context of the *FOCUS* planning principles.

- ➤ Rather than building gated communities aimed at protecting those inside, the new safe America City is designed to encourage strong neighborhood relationships, including front porches and other ways of increasing interaction among neighborhood residents.
- ➤ Design should focus on the prevention of fire, health, injuries and accidents, and disorder problems as well as reducing crime.
- ➤ The overall resources of the community and the strain on emergency safety providers should be considered early on in the development process, before it is too costly to change plans.
- ▶ Planners should consider how the design of neighborhoods, suburbs, streetlights, mix of housing and other factors all contribute to safety.

➤ A "Public Safety Impact Statement," similar to an Environmental Impact Statement, should be created and used as a consideration in new development and major redevelopment planning.

FOR MORE DETAILS ABOUT THE ENHANCED SAFETY
THROUGH ENVIRONMENTAL DESIGN AND PLANNING,
SEE MAJOR RECOMMENDATION #8 ON PAGE 99.



Collaborative Planning ar	ınd Analysis		



## Section 5c:

### Community Education and Information

A unified campaign of public education will constantly inform residents of the key **KC Safe City Initiative** safety messages and remind residents of their new role in the safety system.

### Section 5c: Community Education and Information

In order to create a safer city, we must begin to change the public culture.

Residents will be reminded of

community safety goals, how they can be involved, and of the importance of individual responsibility.

A Unified Safety Campaign of messages, logos, and designs will reinforce this cultural change.

Once a year, the community will come together to celebrate its successes at becoming safer and to set new goals, as the annual KC Safe City Report Card is released.

### Unified Safety Campaign

Kansas City will become known as one of the safest cities in the nation by tenaciously tackling its safety problems. A high profile, community-wide unified safety campaign will help to change the culture and perception of safety in Kansas City. The Unified Safety Campaign will:

- Communicate focused messages that highlight the **Initiative's** basic goals for each year, as established by the KC Safe City Steering Committee.
- Maximize the strength of the message from its consistency and repetition.
- Provide a constant reminder that Kansas City takes safety seriously.
- Motivate Kansas City residents to get involved in the new safety system.
- Constantly remind the community that small steps by individuals can lead to greater safety, and that Kansas City's Safety Initiative is working.

Social Marketing uses the strategies of commercial product marketing to sell social ideas. Social marketing campaigns may advertise in the mass media, as one tactic, to get out a message. The most effective social marketing campaigns offer specific suggestions for changing behavior. For example, the campaign to reduce drinking and driving problems focused its message not on the drinking driver, but on others with its "Friends Don't Let Friends Drink and Drive" slogan.

The National Crime Prevention Council says "public service announcements (PSAs) can increase awareness of urgent crime-related issues facing a community and help build consensus around solutions." Organizations might produce PSA campaigns locally or add a "tag" with local sponsor identification and a local contact number to a nationally produced ad, such as those produced by the Office of National Drug Control Policy.



A high profile, community-wide unified safety campaign will help to change the culture and perception of safety in Kansas City.

Many groups and coalitions in Kansas City already have public safety campaigns aimed at different audiences.

The Metropolitan Crime Commission's Project
 CEASEFIRE uses TV, radio, outdoor and transit
 advertising to warn felons of the penalties of
 carrying guns. Area businesses and organiza tions provided in-kind or financial donations to
 cover the expenses of running the Project
 CEASEFIRE campaign. Programs similar to
 Project CEASEFIRE have reduced crime in other
 cities in the United States. In Richmond,
 Virginia, homicides dropped from 160 in 1994
 to 94 in 1998, one year after a similar program
 launched.



### The Unified Safety Campaign

The Unified Safety Campaign will allow the KC Safe City Steering Committee to continuously reinforce its key messages about prevention, personal responsibility, and the importance of neighbors working together. Some of the key components of the Unified Safety Campaign will include:

- ➤ Creation of a visually appealing logo and set of key designs which are immediately recognizable as representing the **KC Safe City Initiative**.
- ► Use of the logo on City documents such as Convention and Visitors Bureau information,

- to reinforce the message to potential visitors, residents, employees and business owners that Kansas City is focused on becoming one of the safest cities in the United States.
- ➤ The logo and designs should create inclusive symbols that appeal to both genders and are representative of Kansas City's diverse neighborhoods, people, languages, social and economic diversity.
- ► The campaign should develop key messages that reinforce the Steering Committee's goals for the year.
- ► The campaign should be appealing to children.
- ► The Steering Committee should seek out a TV media partner to carry a consistent safety message.



FOR MORE DETAILS ON THE UNIFIED SAFETY CAMPAIGN, SEE MAJOR RECOMMENDATION #9 ON PAGE 100.



### Emphasis on Individual Responsibility

One of the goals of the Unified Safety Campaign is to encourage personal responsibility for safe, healthy behavior. Every individual in Kansas City has a role and a responsibility to make his or her home, block, neighborhood and city as safe as possible. The Unified Safety Campaign will challenge individuals to take responsibility by:

- Changing the idea that safety "professionals" should solve all problems.
- Motivating individuals to get involved and believe in prevention and intervention strategies.
- Communicating community standards of behavior.
- Encouraging individuals to adopt safe and healthy behaviors.
- Encouraging residents to reduce disorder in their own homes, yards and surrounding areas.

FOR EXAMPLES OF WAYS INDIVIDUALS CAN CONTRIBUTE TO CREATING A SAFER CITY, SEE APPENDIX A ON PAGE 111.

# Ways of Thinking About Safety



### Safety should be left to the professionals.

If a resident has a safety problem, he or she should call the City or a safety professional and ask the professional to solve the problem.

The responsibility for making the city safe belongs to those who are paid to do the job.



### Everyone has a role in safety.

Emergency safety problems are best handled by trained emergency safety professionals. But many other problems can be better resolved by residents and safety professionals working together. Individuals also have a responsibility to do all that they can to make their homes and neighborhoods as safe as possible, and to avoid situations and behaviors that put them at risk.



Every individual in Kansas City has a role and a responsibility to make his or her home, block, neighborhood and city as safe as possible.

### The KC Safe City Report Card

The KC Safe City Report Card is a major component of the Unified Safety Campaign strategy. The report card is a yearly, highly-visible way to focus community attention on safety, health and quality of life goals and priorities. The Center for Excellence in Safety, under the direction of the Steering Committee, will develop this report card on an annual basis.

The KC Safe City Report Card will be designed to:

- Educate the public about safety problems.
- Encourage neighborhoods and individuals to become active and reward those that do.
- Show what prevention strategies are working and why.
- Remind the community of the importance of prevention.

- Tie in to other educational messages such as the Unified Safety Campaign.
- Get residents excited about safety solutions that are working.

Several report cards developed by Kansas City and national groups measure various issues. The KC Safe City Report Card will complement these efforts by pulling together all the relevant information on safety, health and quality of life (some of which may be in other reports as well).

Some good examples of community report cards already exist in Kansas City.

- The Partnership for Children Report Card measures how Greater Kansas City's children and youth fared in the 17 benchmarks used to evaluate children's well-being, including safety and security, health, child care, education, and teen years.
- The KC Metro Area Metro Outlook of the Mid-America Regional Council indicates where residents see problems and where they feel the region is doing well. It is intended to guide



research and decision making on key community issues, educate the community on the region's trends and challenges and how they are interrelated, initiate regional discussion, and serve as a catalyst for actions that improve the prospects for positive community change.

- The Kansas City Auditor's Citizen Satisfaction
   Survey measures citizen satisfaction with
   city services, compared to 17 neighboring
   communities. The indicators include overall
   satisfaction, satisfaction with public safety
   services, parks and recreations services,
   maintenance services, code enforcement,
   and city communications.
- At the city level, the Mayor's Office plans
  to issue a report card as part of the annual
  State of the City address. The Mayor's report
  card will measure police, fire, and ambulance
  response time, police clearance rates and
  crime statistics, housing and code enforcement,
  housing condition ratings, infant mortality
  rates, and indigent care measurements.

### CITY REPORT CARDS

City report cards follow two major approaches. One approach, used by New York City, is for the city to monitor its own progress. The second approach, followed by Boston, is for an outside agency in the community to develop a report card aimed at helping citizens monitor the progress of the community.

### New York City Mayor's Semi-Annual City Report

The mayor is required by the city charter to release semi-annual reports on the efforts of local governments. The report enumerates what the administration considers to be each agency's progress for the fiscal year. This 800–page report card measures actual performance and service delivery by city agencies. It highlights accomplishments as well as areas that need improvement. After the report is released, the city council is required to hold public hearings on its findings. The council uses the report to make budget decisions. Researchers and students from public administration and urban studies programs use it to conduct research, and the media often quote from it. The report includes the following indicators, among many others: crime — major felony crimes, domestic violence, arrests for violating orders of protection, driving while intoxicated arrests; transportation — average cross-town driving speed (m.p.h.), traffic signal complaints, pothole complaints; and the environment — recycling, tons per day, and pest control complaints.

### Boston's Indicators of Progress, Change, and Sustainability

The report is described as a "citizen's statistics book." Its goal is to encourage social change and make government more accountable. It is produced by Boston's Community Foundation. The report tracks civic health, cultural life and the arts, the economy, education, the environment, housing, public health, public safety, technology, and transportation.

### Annual Neighborhood Safety Meetings

In addition to releasing the city-wide annual report card, the Center for Excellence in Safety will work with neighborhoods on annual neighborhood safety meetings.

 The Center's staff help neighborhoods analyze safety, health and quality-of-life trends.



- Building on the results of the FOCUS
   Neighborhood Assessment process, neighborhoods will specifically set annual goals for safety, health and quality of life and determine how they can work with community partners, the city, and safety professionals to achieve them.
- Local businesses and institutions, safety
  professionals, and city staff working in the
  neighborhood will be encouraged to attend
  already existing Neighborhood Safety Team
  meetings or form new teams to work on
  solving problems in their area.
- Neighborhood safety meetings provide another opportunity for KC Safe City Initiative Principles and best practices from other neighborhoods and cities to be shared and individual responsibility encouraged.

 Neighborhood safety meeting reports will help the KC Safe City Steering Committee and Center for Excellence in Safety identify emerging trends.

#### Media Involvement

The **Initiative** will work with the media to further distribute its messages. The Steering Committee will seek out media partners to help deliver its public service announcements. The **Initiative** will also publicize tips, fact sheets, and successes through the media.

#### Collaboration with Other Safety Campaigns

The **KC Safe City Initiative** will work with other local, state and national organizations to collaborate on safety, health and quality-of-life messages. The **Initiative** will develop messages about its principles of health, safety and quality of life, which can be shared with other organizations for greater exposure and to ensure a unified message.

## New The KC Safe City Steps Report Card

Although many Report Cards on Kansas City's conditions already exist, they are powerful tools for focusing community and media attention on issues. The KC Safe City Report Card will allow our community to focus on our progress toward safety goals, to be re-energized for the year ahead, and to set new goals for safety, health and quality of life.

### The KC Safe City Report Card will:

- ► Allow the Steering Committee to measure progress toward safety goals and report progress to the City and the community.
- Serve as the "kick-off" of a new set of goals each year.
- ► Reinforce public awareness of KC Safe City Initiative Principles.

- ► Ensure the community focuses on prevention by "grading" prevention efforts as well as emergency response information.
- ➤ Celebrate the success of Kansas City's enhanced safety efforts and tell residents and visitors that Kansas City is becoming safer and healthier.
- ➤ Share "best practice" examples of safety successes in Kansas City.
- ► Attract annual media attention to the **KC Safe City Initiative's** progress.
- ► Be used by community organizations and the media in assessing Kansas City's safety.





The KC Safe City Report Card will allow our community to focus on our progress toward safety goals, to be re-energized for the year ahead, and to set new goals for safety, health and quality of life.



### Section 5d:

### New Model of Service Delivery

Neighborhood-based teams work directly with residents and community-based organizations in specific service delivery zones to identify and solve problems together. Residents, safety professionals, and the City work together on problems to make the work of each more effective.

### **Section 5d:** New Model of Service Delivery

The best way to unify the safety system

on a neighborhood level is to

develop a new model of service

delivery. This model, called "neighborhood-based service delivery," means neighborhood teams are organized to work directly with residents and community-based organizations, to identify and solve problems specific to their area. Safety professionals develop a better understanding of particular neighborhoods by being assigned to certain geographic areas, and relationships between residents and professional staff are enhanced by their regular contact.

### Collaboration between Pepartments, Public Safety Agencies, Neighborhoods, and the Community

Neighborhood-based service delivery will allow safety professionals to concentrate their efforts to address the safety, health and quality-of-life problems each neighborhood identifies as most important. Rather than locating all services within City Hall or other government facilities, the City will begin to find facilities within neighborhoods where multi-disciplinary teams of service providers can interact regularly with citizens.

The advantages of neighborhood-based service delivery are:

- Strong relationships and collaboration between the staff of various departments can develop because they are working together on a regular basis and addressing common problems.
- Neighborhood-based service teams are held accountable for service delivery to the residents in their assigned area.
- City staff sees residents as partners, rather than as passive recipients of service delivery.

- Individuals, blocks groups, and neighborhoods are integrated into the service delivery system.
- Residents are better able to access information and resources to make city government work for them.
- Neighborhood and block groups are encouraged to become an active part of the service delivery system, including sharing their resources and talents. For instance, police and city staff may work with neighborhood volunteers to clean up an abandoned lot.

Cities are trying many innovative ways to better deliver services in the community. Some start with the community policing model, bringing together officers and community residents to solve problems. Others are based on locating city service providers within the community to strengthen relationships between residents and city staff.

An early example of neighborhood service delivery was the National Center for Community Policing: Neighborhood Service Network Model. It aimed to "apply the decentralized and personalized model of Community Policing to the delivery of other public and private social services."

According to a 1992 report by Robert C. Trojanowicz, Bonnie Bucquerous, Tina McLanus, and David Sinclair for the National Center for Community Policing, School of Criminal Justice, Michigan State University, the model worked like this:

- Social service providers, such as social workers, public health nurses, mental health professionals, drug treatment counselors, education specialists, and probation and parole officers, joined the community police in the community on a part-time or full-time basis.
- Other service providers took on some of the roles the community police played in the community — involving average citizens in the process of identifying, prioritizing, and solving problems in the neighborhood.

- The other service providers were asked to adopt the philosophy of community policing, which means they helped mobilize resources within the community, challenged citizens to participate in the process, and worked with both businesses and neighborhoods to collaborate on problem solving.
- The community police officers and public and private providers worked together on problems ranging from code enforcement to animal control to abandoned buildings.

Other cities are currently trying modifications of this approach:

Chicago's Alternative Policing Strategy (CAPS)
brings the police, the community, and other
city agencies together to identify and solve
neighborhood crime problems. Problem
solving at the neighborhood level is supported

by a variety of strategies, including neighborhood-based beat officers; regular beat community meetings involving police and residents; extensive training for both police and community; more efficient use of city services that affect crime; and new technology to help police and residents target crime hot spots. CAPS is now a priority of all city agencies, not just the Police Department.

Anaheim, California's Neighborhood
 Improvement Program (NIP) assigns interdepartmental teams to "priority" neighborhoods (identified through crime statistics, code enforcement data, and other criteria).
 The Teams are made up of management-level representatives from police, planning, public works, and utilities. The Teams are responsible for each priority neighborhood developing a 20-year vision, an action plan, and a capital plan. One participant describes the effect of



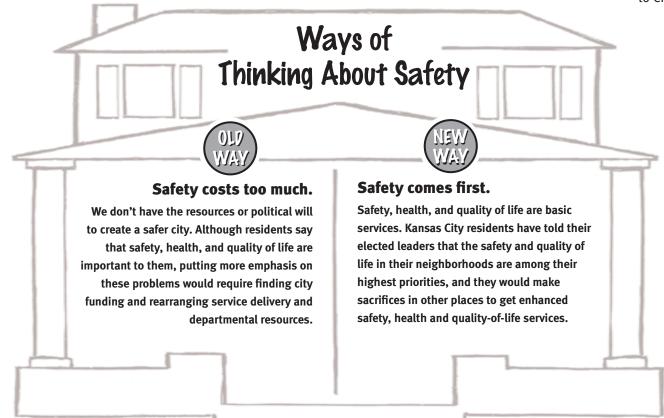
One participant describes the effect of these types of efforts as part of an overall change in city government, noting that city hall is changing from "the place on the hill with all the answers" to taking on the role of something like a symphony conductor who coordinates many different efforts.

these types of efforts as part of an overall change in city government, noting that city hall is changing from "the place on the hill with all the answers" to taking on the role of something like a symphony conductor who coordinates many different efforts.

In St. Louis, Neighborhood Stabilization
 Teams are made up of Neighborhood
 Stabilization Officers (NSO) — field employees

from diverse backgrounds. Members facilitate neighborhood-level assistance from city agencies and police. They are members of the Public Safety Department, not the police department. Since 1995, the teams have been combined with the city's customer service department to coordinate city services to remedy problems within their districts and provide assistance to neighborhood associations.

• Chicago's Service Delivery Model, a new system for accessing city services that affect crime and public safety, has been established in all 25 police districts. The City Service Request process allows police officers to address relatively minor problems and conditions before they grow into more serious crime problems. The process is initiated through the City Service Request Form, which police officers complete and submit to Chicago's 3-1-1 City Services.



Kansas City already has a strong neighborhoodbased service delivery infrastructure. Community policing has lead to a shift in how residents and police view their relationship, as officers work with residents to solve community problems. Community Action Network Centers are staffed by KCPD CAN officers and city code inspectors.

The Local Initiative Commission (LINC) has created "Caring Community" sites to link multi-disciplinary services to neighborhood schools.

FOCUS lays the foundation for training and retraining city staff to focus on community-oriented service delivery. The beginning stages of this process have occurred with the implementation of FOCUS Centers, accessible places where information and services are made available to residents near their homes and neighborhoods.

FOCUS Centers provide direct access to advisors and service providers and a place to meet with neighborhoods for all kinds of purposes. Because service providers are assigned to one neighborhood, residents and service providers develop relationships. FOCUS plans to have at least one FOCUS Center in each councilmanic district. The types of services offered at a FOCUS Center vary based on the needs of the surrounding neighborhoods. Staffing at these centers include some or all of these services depending on the location:

- City staff from Neighborhood Preservation, the Department of Environmental Management, Neighborhood and Community Services and other departments
- Police and public safety officers
- Social services
- Health clinics and psychological services
- Educational, job placement and other services

### Tailoring Service Pelivery to Pifferent Neighborhood Types



FOCUS Kansas City's
Neighborhood Prototypes
Plan recognizes that not all
neighborhoods in Kansas City

are the same. The character and conditions of each area vary according to age, history, type of housing and types of safety, health and disorder issues. *FOCUS* developed four unique neighborhood types and suggested different strategies for keeping each type healthy. The **KC Safe City Initiative** incorporates those four neighborhood types, plus a separate consideration of the safety of downtown, cultural and entertainment districts.



### FOCUS Kansas City spells out the city's commitment to creating "citizen centered service delivery."

"The City should ... I establish multi-disciplinary and cross-departmental priority service delivery teams. These teams should be collectively responsible and mutually accountable for coordinating the planning, organization, staffing, budgeting, and operations of priority services for their assigned service area, specific task, or issue."

Through the FOCUS Neighborhood Assessment process, several hundred neighborhoods have already determined what neighborhood category they fit into and discussed goals for safety and other improvements. The assessments have begun to show a pattern to the type of services each category of neighborhood needs. The results of the assessment suggest that different packages of services may be developed for different categories of neighborhoods, which would improve city service delivery and could result in cost savings by giving each neighborhood the services it needs most. As the City moves to neighborhood-based service delivery, the City should look for ways to tailor service delivery to the particular needs of each of these FOCUS Neighborhood and Business District Types:

### Focus Neighborhood and Business District Types

**DEVELOPING AREAS** are still being built and developed. Developing neighborhoods have lots of room for new housing, commercial activity, and employment. We have opportunities to design new safety measures that will serve the city for the future.

conservation areas have been developed for some time. They appear to be well maintained, although a house or business may periodically fall into disrepair. Generally, the problems that come up can be addressed by the neighborhood association, a call to the city, or through neighbors getting together.

STABILIZATION AREAS have been developed for some time. Several of the businesses or institutions located in them may be changing. Many houses, businesses and public areas may appear to lack routine maintenance. Attention to safety, health and quality-of-life issues can help keep these neighborhoods moving forward.

REDEVELOPING AREAS have experienced a decline for many years and may not be as vibrant or busy as they once were. Some vacant homes and properties may be visible. Redeveloping areas are already served by water, sewer and roads, and offer opportunities to attract new businesses or homes, or to rehabilitate older properties. Specific and targeted service interventions may help revitalize these neighborhoods and attract more residents and businesses to their area.

#### **DOWNTOWN, CULTURAL & ENTERTAINMENT**

AREAS include Downtown Kansas City, the 18th and Vine Historic Jazz District, the River Market, Westport, and the Plaza. They may be fully developed or in the process of being redeveloped for a new type of use. In addition to businesses and residents located in these districts, they attract visitors to Kansas City. The perception of safety that residents and visitors form of these areas is vital to the viability of the city.



The FOCUS Kansas City Plan offers a plan for neighborhood-based service delivery. It says the City should establish a "Service Area Framework" for planning, organizing, delivering and evaluating services in the community. The KC Safe City **Initiative** will continue the move toward neighborhood service delivery. In addition, this **initiative** will strengthen the relationships between Kansas City Police Department officers working on neighborhood problem solving, and the city staff assigned to those neighborhoods. The neighborhood service model will create mini-KC Safe City Steering Committees, called "Neighborhood Safety Teams," on the neighborhood level, achieving the same efficiency through shared goals and cross-agency collaboration.

The new model of neighborhood service delivery includes:

➤ City services should be organized to collaboratively deliver services that reflect geographic zones or "sectors" with specific staff assigned to each sector. These city staff members will

- work with police officers and community-based organizations located within the service sector. In addition, they will work with neighborhood groups and individuals to address specific problems across departmental boundaries.
- ➤ Service zones should correspond to existing neighborhood association boundaries wherever possible, in order to strengthen relationships between service providers and neighborhood associations.
- ► Clusters of safety services should be located in FOCUS Centers, with each FOCUS Center representing one service delivery area for the City. If safety staff is not physically located within the FOCUS Center, reorganize staff to establish "beats" so that staff can develop relationships with residents and other service providers of the areas of the city they cover.
- ► Multi-disciplinary and cross-departmental service delivery teams should be developed for each sector. For example, one inspector could be cross-trained to spot not only code violations, but also abandoned cars and other quality-of-life-related code problems.

- ➤ City employees should be evaluated based upon their success in delivering citizenfocused service standards, collaboration, and work with other agencies, departments and neighborhoods.
- ➤ Continuous investment in employee development is necessary to train and re-train workers to work in teams focused on citizen-oriented service delivery and to cross-train them to understand what programs are offered by other departments.
- ➤ Continuation and evolution of the Kansas
  City Police Department's Community Policing
  efforts will help police officers work with other
  service providers on common neighborhood
  safety goals.
- ► All safety-related departments should be encouraged to explore new creative ways of partnering with the faith community, community organizations, businesses, neighborhoods and blocks to develop effective safety strategies. City staff should be encouraged to find innovative ways to address service delivery differently based on the five basic neighborhood and district types.

### Encourage Greater Neighborhood Participation in the Safety System

One of Kansas City's strengths is its strong neighborhood associations. These organized and active groups of neighbors provide important resources for the safety system. Neighborhood groups allow neighbors to define common safety goals and marshal resources for meeting those goals. Neighborhood associations provide the link between safety service providers and individual residents, allowing them to communicate problems and goals, and work together for improved safety.

Other cities are experimenting with ways to make their neighborhood associations stronger parts of their safety system.

The goal of **San Francisco's Neighborhood Emergency Response Teams** is to help the citizens of San Francisco to be self-sufficient for at least 3 or 4 days in a major disaster situation by developing multi-functional teams, cross-trained in basic emergency skills. The program is based on the idea that spontaneous volunteers are often the first on the scene of a community disaster or safety situation. Through this program, individuals learn hands-on disaster skills that will enable them to

act as members of an emergency response team and/or as leaders directing untrained volunteers during an emergency, allowing them to act independently or as an adjunct to City emergency services. The volunteers learn earthquake awareness, utility control, disaster fire suppression, how to deal with hazardous

materials, disaster medicine, and other topics.

City of Austin offers a Neighborhood Academy that is separate from the Austin Police Department's citizen academy. The neighborhood academy is coordinated through a separate neighborhood office and teaches neighbors how to be good citizens and navigate both city and government services and politics.

Neighborhood associations already play an important role in Kansas City's safety system. They provide the organizational structure for safety professionals to communicate with residents of various areas of the city. They marshal volunteer manpower to assist with safety, health and quality-of-life improvements such as neighborhood cleanups and security patrols. They also help the City set goals and priorities by communicating the ideas and needs of residents.





The **KC Safe City Initiative** integrates neighborhood associations into the safety system, giving them a seat at the table of the KC Safe City Steering Committee. This brings neighborhood leaders into direct contact with safety professionals and other service providers on a regular basis to discuss goals, priorities and solutions. The **KC Safe City Initiative** also offers other strategies for integrating neighborhood associations into the safety system. These include:

► Neighborhoods with safety concerns should be encouraged to form neighborhood safety teams. These teams would function like



- mini versions of the KC Safe City Steering Committee. They would be made up of residents, safety providers, city staff, businesses, institutions and any other entity with a concern about safety in the neighborhood. The City's role is to facilitate the formation of neighborhood safety teams.
- Neighborhoods, which request them, should hold annual safety meetings to discuss goals and priorities and work on strategies to become safer. These safety meetings could be incorporated into future FOCUS Neighborhood Assessments, which are an effective tool for facilitating communication between the City and neighborhood groups. The FOCUS Neighborhood Assessment model should be expanded to incorporate the Kansas City Police Department, other safety agencies, and any group involved in safety at the neighborhood level.
- ► At the annual neighborhood safety meetings, Center for Excellence in Safety staff should provide the neighborhood with data and geographic maps as well as other tools for assessing and understanding neighborhood safety problems. Center for Excellence staff also should act as a resource for the neighborhood in researching successful best practices

- and strategies. When appropriate, the Center's staff should encourage neighborhoods with similar problems to work together, and should set up mentoring programs between neighborhoods which have solved problems and those which are just beginning to tackle similar problems.
- ► In newly developing areas, safety professionals should organize a "Safety Welcome Wagon" to introduce their staff and services to the new neighborhood. These meetings will begin a relationship between safety professionals and the neighborhoods and ensure that new residents have as much information as possible about how they can help to make their neighborhood safe.
- ► The City should reward people who volunteer to make a neighborhood safer by honoring, responding to, and respecting concerns voiced by citizens who have organized their neighborhoods.
- Neighborhoods that have developed successful safety strategies should be honored and celebrated at the annual KC Safe City Report Card event. They should also be recognized in the media and the community through press releases, community newsletters, and other means.

### Communicate New Block Watch Concepts Based on KC Safe City Initiative Principles

Kansas City's block watch groups, trained to be the "eyes and ears" of law enforcement professionals, can become an even stronger part of the safety system. Block watch groups should be given additional training into the principles of the "Crime Triangle" model and the "Broken Windows" theory, and encouraged to adopt a problem-solving approach to problems on their blocks.

Rather than just reporting suspicious activities, block groups can learn to spot emerging problems and become part of the system of prevention of safety problems. They can also help identify emerging quality-of-life issues and act as part of the early-warning system, which helps identify problems at an early stage.

Cities are developing many types of programs to increase citizen involvement through block watch type programs, and other ways of incorporating volunteers into the safety system. Some innovative examples include:

- Hartford's Crime Mapping for Neighborhoods & Block Watches. Hartford has attempted to use crime mapping to increase the strength of its neighborhoods and block watch programs. Veteran block watch organizers commented that the neighborhood crime mapping information was useful for getting people to attend block watch meetings, by showing them evidence that real crime does exist in their neighborhoods. Block watch organizers regularly produced maps and other reports and shared them with attendees at block watch meetings, and distributed the information to block watch leaders. Neighborhoods also used the localized reports to focus attention on a specific crime issue and tackle it.
- San Diego's Senior Citizen & Other Volunteers in Community Policing. The successful use of senior citizens and other volunteers in the San Diego Police and Sheriff's Departments' community policing programs have resulted in the addition of several new police services, better community relations, and have allowed police officers more time to focus on serious crimes. Volunteers now perform such duties as fingerprinting, child abuse case research, robbery photo lineup management, traffic safety speeches, and neighborhood watch



- coordination. Retired Senior Volunteers on Patrol (RSVP) perform vacation house checks, visits to those living alone, and marking of abandoned vehicles. In some communities, RSVPs issue parking citations, while others may patrol specific bank parking lots to deter robberies.
- New York City's Model Block Program, as a companion strategy to CompStat, uses mapping technology to identify high-crime blocks. Residents are then trained to reduce crime by developing block and neighborhood associations and partnering with police and other agencies. Blocks that implement all parts of the program are given "Model Block" status. Blocks have reported up to an 80 percent reduction in crime in a two-year period.

Several programs are already working to strengthen and expand Kansas City's block watch programs. They include:

The Kansas City Neighborhood Alliance's
 Block Contract Program is expanding block
 organization by establishing one trained block
 contact person for every block in each of eight
 targeted neighborhoods. The contacts are
 trained in where to go for help with basic city

- services, how to contact community policing officers, and the names of neighborhood leaders in their area.
- Kansas City's Livable Neighborhood Program
  helps people organize on a block level around
  that block's priority. The program operated by
  the City's Environmental Management
  Department works with Kansas City's FOCUS
  staff to identify blocks, provide training, and
  keep trained block groups in communication
  with one another.
- Walkers on Watch (W.O.W.) is a team approach
  to health and safety. It encourages citizens to
  partner with community-based agencies, city
  agencies, and their neighbors to become more
  actively aware of neighborhood issues and
  improve their health by walking in their respective neighborhoods. The Health Department,
  Kansas City Police Department, Community
  Builders of Kansas City, and the Fire Department
  recently redeveloped the program so that it
  can be tailored to meet the needs of a variety
  of individual communities.





The **KC Safe City Initiative** will work with new and existing block watch groups to add prevention and quality-of-life improvement strategies to block watch activities. Some of the ways this can be accomplished include:

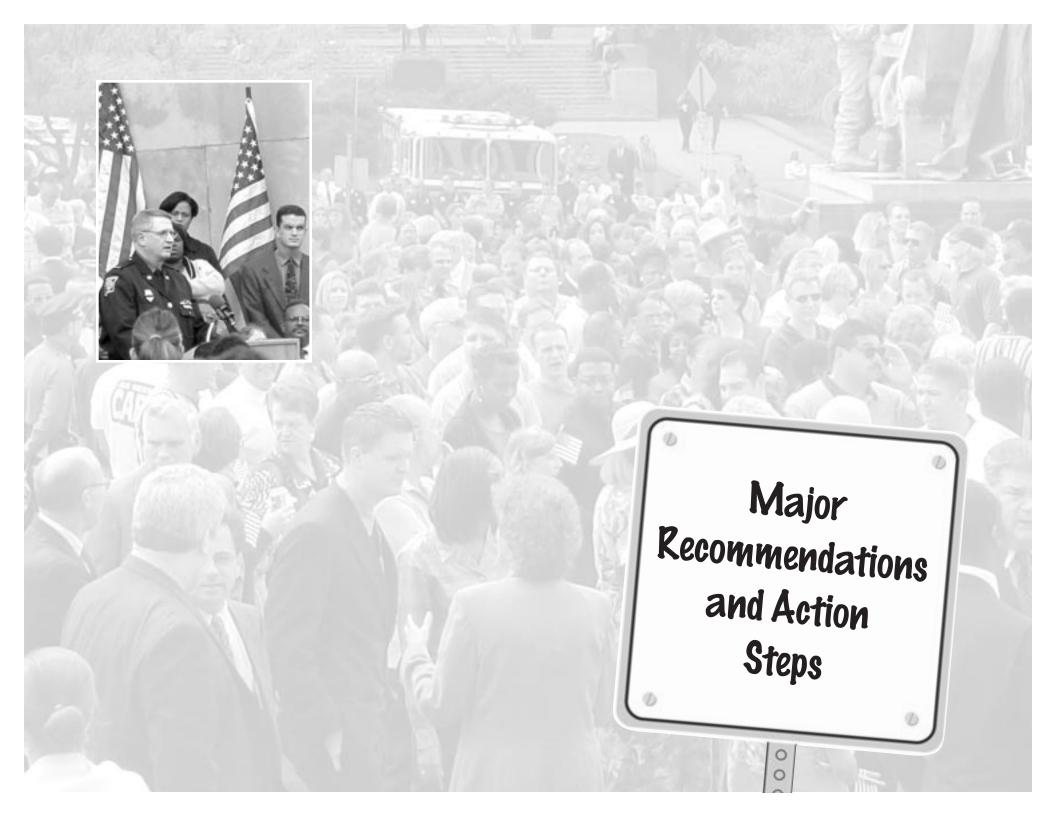
- ➤ Rather than only looking for suspicious criminal activity, block watch members should be trained to understand the "Broken Windows" theory, The Crime Triangle model, and to look for ways to make their blocks safer.
- ► Block parties should be used to introduce health and safety issues, introduce safety professionals and neighbors.
- ► Checklists should be developed and distributed to block groups to help them understand and assess their own safety, health and quality-of-life conditions. Block clubs should be trained to collect data, report traffic violations and keep track of disorder- and health-related issues. This data can be shared with the City and safety professionals as part of the earlywarning system.

- ▶ Block clubs should be trained to encourage prevention as well as response to safety, health and quality-of-life activities.
- ► A Mobile Block Watch program should be initiated to help organize neighborhoods that currently have no neighborhood or block association, making them a stronger part of the safety system. The Mobile Block Watch should proactively respond to a neighborhood that has experienced a traumatic safety problem, and use the opportunity raised by heightened awareness to begin organizing the block.





The **KC Safe City Initiative** will work with new and existing block watch groups to add prevention and quality-of-life improvement strategies to block watch activities.





### Coordination of the New Safety System



Establish the KC Safe City
Steering Committee to unify
goals, resources, and priorities
across the city.



Initiate Problem-Solving Task
Forces to address complex, citywide problems using the broadest
possible range of resources and
opinions.



Develop new channels of communication among all members of the safety system.



Study further methods of streamlining communication about non-emergency safety problems.

## Collaborative Planning and Analysis



Develop the Center for Excellence in Safety to assist various agencies, departments, and the community in sharing resources for research, analysis and computer mapping to facilitate prevention efforts and identification of emerging problems.



Develop an Early-Warning Prevention System to identify emerging safety problems.



Share data across departments, public safety agencies, and the community.



Enhance safety through the use of environmental design and *FOCUS* planning principles.

## Community Education and Information



Develop a unified safety campaign.



Emphasize individual responsibility.



Develop an annual KC Safe City Report Card.



Institute annual neighborhood safety meetings.

#### New Model of Service Pelivery



Enhance collaboration among departments, public safety agencies, neighborhoods, and the community.



Tailor service delivery to different neighborhood types based on *FOCUS* neighborhood and district types.



Encourage greater participation in the safety system.



Enhance block watch groups' and neighborhood associations' ability to improve safety, health and quality of life in their area.

## Coordination of the New Safety System



Establish the KC Safe City Steering Committee to unify safety, health and quality-of-life goals, resources, and priorities across the city.

#### **ACTION STEPS**

#### **FOR THE CITY**

- Formalize the process of bringing agencies, neighborhoods and other members of the safety system together on a regular basis by establishing the KC Safe City Steering Committee through enabling legislation.
- Appoint the KC Safe City Steering Committee and its Co-Chairs.

#### **ACTION STEPS**

## FOR OTHER MEMBERS OF THE NEW SAFETY SYSTEM

Office to serve as a Steering Committee member, and offer your perspective, data and resources to aid in solving the community's complex safety problems.

#### **ACTION STEPS**

## FOR THE KC SAFE CITY STEERING COMMITTEE

- Provide Kansas City's new safety system with leadership in collaborative prevention, early intervention, and problem-solving methods.
- Develop shared goals for safety, health and quality-of-life improvements across the city and use these goals as a basis for Steering Committee action.
- ► Look at relationships between safety, health and quality-of-life concerns to see a comprehensive picture of the issues affecting our city.
- Work with the City to monitor and analyze trends that affect safety, health, and quality of life.
- Recommend policy, organizational structure changes, and action steps to the City Manager, City Council, Board of Police Commissioners, MAST Board of Trustees, and other decision-making bodies, as needed.
- Recommend the allocation of resources, including personnel, to solve complex safety problems.

- Develop cooperative efforts to solve complex safety problems, including through the appointment of Problem-Solving Task Forces.
- Problem-Solving Task Force efforts with existing safety, health and quality-of-life initiatives.
- ◆Help eliminate obstacles and barriers to progress for the Problem-Solving Task Forces.
- Safety to create Kansas City's Early-Warning Prevention System for safety, health and quality-of-life issues.
- Provide regular updates on progress made toward shared goals to the City Manager, City Council, Board of Police Commissioners, MAST Board of Trustees, and the community.
- Provide an annual report, the KC Safe City Report Card, to the community on Kansas City's efforts to achieve the shared goals.
- Serve as liaisons to the City Manager, City Council, Board of Police Commissioners, MAST Board of Trustees, and other community decision-makers.

#### KC Safe City Steering Committee Membership

The City Manager, in consultation with the Mayor, appoints the KC Safe City Steering Committee and its Co-Chairs.

It is recommended that the membership of the KC Safe City Steering Committee include:

- 6 Neighborhood Leaders from these geographic areas: North of the River, Westside, Midtown, Northeast, Eastside and South Kansas City (one as Co-Chair)
- 1 Young Person representing the interests and perspectives of Kansas City youths
- 1 Business Representative and 1 Philanthropic Community Representative
- Emergency Service Professionals: Chief of Police (or Deputy Chief), Fire Chief (or Deputy Chief), MAST Executive Director (or Associate Director)
- Safety-Related City Department Directors:
   Health, Neighborhood & Community Services
   (or Assistant Directors)
- City Management: City Manager (or designee)
- City Policy-Maker: Mayor (or designee)

#### Rationale of Steering Committee Membership

The KC Safe City Initiative Plan recommends that the KC Safe City Steering Committee be composed of a combination of those who use safety services in the city, and those who provide safety-related services and have the ability to make changes in the system. Since individuals, neighborhoods, businesses and institutions in Kansas City are part of the safety system and are expected to play a role in providing a safe, healthy community, they are all represented. This allows both neighborhood residents and City department directors to take seats side-by-side at the table, alongside the public safety agency leaders. The Steering Committee allows all of these key groups to collaborate on solutions, using the broadest base of information and resources. Different stakeholders bring different perspectives to the table, and successful safety strategies need to address the concerns of all interests. City agencies and safety professionals will be more effective if they work with community partners to solve safety problems.

#### KC Safe City Steering Committee Co-Chair Responsibilities

Co-Chairs are responsible for the following:

- Convening meetings, setting the agenda, representing the committee, and scheduling meetings
- Appointing the Chair for each Problem-Solving Task Force
- Establishing parameters for when and how respective task forces will report back to the Steering Committee



Gity agencies and safety professionals will be more effective if they work with community partners to solve safety problems.

#### KC Safe City Steering Committee Process

The Steering Committee holds monthly meetings at locations rotating among members' facilities and geographic areas. Steering Committee members can bring to each meeting speakers or staff members who can discuss specific safety issues on the agenda.

Issues can be brought to the Steering Committee by:

- any member
- any elected official
- any neighborhood or community group
- any agency
- Problem-Solving Task Forces

To ensure cohesiveness of safety priorities and to improve communication and results among all city departments, it is recommended that the City Manager hold quarterly meetings with all city departments. The purpose of these meetings is to discuss priorities and generate ideas for how to solve our city's complex safety problems.

The Steering Committee presents strategies and actions to the City Manager, to the City Council or other appropriate policy setting bodies, such as the Board of Police Commissioners or the MAST Board of Trustees. However, minor policy changes could be presented to these agencies, which could consider implementing them directly. Whenever possible, Steering Committee members would seek implementation of policy change recommendations for their own agencies.

The Steering Committee does not pre-empt, supplant or otherwise alter the authority of the governing bodies of any public safety entity.

#### KC Safe City Steering Committee Staffing

- The Center for Excellence in Safety provides staff to the Steering Committee, including dayto-day operation of the Steering Committee.
- The Executive Director of the Center for Excellence in Safety serves the KC Safe City Steering Committee.

## Coordination of the New Safety System



Initiate Problem-Solving Task Forces to address complex, city-wide problems using the broadest possible range of resources and opinions.

#### **ACTION STEPS**

## FOR THE KC SAFE CITY STEERING COMMITTEE

- ◆ Appoint Problem-Solving Task Forces to bring together people with a broad range of viewpoints, from city staff to safety professionals to neighborhood and faith community leaders, to prevent and solve tough problems.
- ◆ Assign Problem-Solving Task Forces to focus on the most persistent and lingering problems that have not been adequately solved by any other entity or coalition.
- Outline clear, measurable, and time bound objectives and desired outcomes for each Problem-Solving Task Force and establish a schedule for the task force to report back on progress, issues and outcomes.

#### **ACTION STEPS**

## FOR OTHER MEMBERS OF THE NEW SAFETY SYSTEM

◆Agree to serve on a Problem-Solving Task Force, and offer your perspective, data and resources to aid in solving the community's complex safety problems.

#### **ACTION STEPS**

## FOR PROBLEM-SOLVING TASK FORCES

- Coordinate, whenever possible, with existing task forces such as the broad coalitions working on law enforcement issues and quality of life problems.
- Center for Excellence in Safety to understand problems and how these problems cross government agencies, public safety agencies or geographic boundaries.
- Gather information from residents, the community, and experts about the assigned problem.
- Whenever possible, directly intervene to solve the problem, using the resources of the Steering Committee and Problem-Solving Task Force members.
- Develop strategies and action plans for preventing, intervening into or solving problems.

- Analyze situations where our safety system broke down and find ways to prevent problems from happening again.
- Committee on progress made against objectives, issues, results, and new and innovative strategies.

### Coordination of the New Safety System



#### Develop new channels of communication among all members of the safety system.

#### **ACTION STEPS**

#### **FOR THE CITY**

- Continually educate and encourage citizens to take responsibility for prevention efforts and improving safety, health and quality of life, as part of their role in our city's new safety system.
- Train Action Center call-takers to assist residents and neighborhoods by educating and encouraging residents on ways to prevent and solve their own problems.
- Incorporate and leverage FOCUS Centers as one of the key channels of communication between all the members of the safety system.
- Train FOCUS Center staff and volunteers on ways to assist residents and neighborhoods by educating and encouraging residents to prevent and solve their own problems.
- Develop "tip sheets" that offer residents ideas for preventing and solving their own problems, and make these "tip sheets" easily available to citizens (such as through city departments, mailings and website, block club/neighborhood meetings and newsletters, FOCUS and CAN

- Centers, public safety facilities, community organizations, businesses, institutions, etc.).
- Standardize, consolidate and streamline all information received by the City or FOCUS Centers on non-emergency citizen request-forservice and complaint information into one customer service database (or "gateway reporting system").
- ▶ Agree on and implement a formal process to promptly report back to citizens with information, response to complaints, prevention tips, and any follow-up to their requests, specifically for requests not made to the Action Center.
- Continue to expand Action Center and ServiceFIRST efforts to provide department leaders and policy makers with important data about the type, amount, scope, location and frequency of city service requests. This information should be used in conjunction with other information about city service delivery to improve safety service delivery and allocation of resources and to solve and prevent problems.
- ◆To Expand and upgrade the Action Center and advertise it as the place

- to call for non-emergency city service assistance, once service delivery capabilities can meet this increased demand. Consider upgrading software to a more advance Customer Service software program so that the Action Center can handle a greater number of calls more efficiently.
- ▶ Hold quarterly meetings with all city departments to discuss annual safety, health and quality-of-life goals and priorities, and generate ideas for how to solve our city's complex safety problems.

#### **ACTION STEPS**

## FOR THE KC SAFE CITY STEERING COMMITTEE

- Committee meetings the opportunity for each member to update the others on successes, issues and opportunities, including the public safety agencies.
- Continually educate and encourage citizens to take responsibility for prevention efforts and improving safety, health and quality of life, as part of their role in our city's new safety system.

#### **ACTION STEPS**

## FOR THE CENTER FOR EXCELLENCE IN SAFETY

◆Assist neighborhoods in putting together neighborhood problemsolving teams (also known as "Neighborhood Safety Teams") to marshal the resources of their residents, local businesses, institutions, public safety agencies, and others.

#### **ACTION STEPS**

## FOR PROBLEM-SOLVING TASK FORCES

- ◆Include in Problem-Solving Task Forces meetings the opportunity for each member to update the others on successes, issues, and opportunities.
- Continually educate and encourage citizens to take responsibility for prevention efforts and improving safety, health and quality of life, as part of their role in our city's new safety system.
- ◆ Communicate progress and results of the Problem-Solving Task Forces with existing community task forces or coalitions.

## Coordination of the New Safety System



Study further methods of streamlining communication about non-emergency safety problems.

#### **ACTION STEPS**

#### **FOR THE CITY**

- Study the pros and cons of instituting an easy-to-remember, centralized non-emergency city services number and call center, like 3-1-1, to determine if it the right solution for Kansas City.
- Onnwittee in the process of evaluating the appropriateness or effectiveness of this system for Kansas City.
- Learn from the past mistakes of the 9-1-1 system.
- Determine how this concept can incorporate and reinforce a focus on prevention and citizen responsibility.
- Determine how this concept helps to improve communications among all members of the new safety system.
- Determine how this non-emergency, city services request system fits with *FOCUS* Centers and a neighborhood-based service delivery model.

- ◆Determine how this non-emergency, city services request system is tied to neighborhood and block organizing efforts.
- Determine how this fits with the goals of the Mayor's ServiceFIRST initiative.
- Determine the willingness of citizens to fund an expanded city customer service operation.
- Determine the use and benefits of data collected, including how data can be used to identify "predictors" of safety, health and quality-of-life issues, trends, "hot spots" and community education and prevention opportunities, in addition to the city's responsiveness to citizen requests.
- Make a recommendation to the City Council.

## Collaborative Planning and Analysis



Develop the Center for Excellence in Safety to assist various agencies, departments, and the community in sharing resources for research, analysis and computer mapping, to facilitate prevention efforts and identification of emerging problems.

#### **ACTION STEPS**

FOR THE CITY

Seek initial funding for the Director of the Center for Excellence in Safety and Analyst staff positions.

#### **ACTION STEPS**

FOR THE CENTER FOR EXCELLENCE IN SAFETY

- Provide staffing for the KC Safe City Steering Committee and Problem-Solving Task Forces.
- Serve as a community resource center on safety.
- Become a repository for information on safety, health, and quality of life and related prevention efforts.
- Assist departments, agencies and community service providers in sharing and analyzing safety related data, as directed by the Steering Committee.
- Ousing FOCUS Neighborhood
  Assessments as a foundation,
  assist neighborhoods in the development of annual safety, health
  and quality-of-life goals.
- Provide technical assistance on ways to enhance safety through the application of *FOCUS* planning principles and environmental design principles.

- Assist block watch and neighborhood groups in making their areas safer by incorporating prevention and early intervention techniques into their citizen training sessions [such as the "Broken Windows" and "Crime Triangle" theories, and "12 Ways to Improve Your Neighborhood Right Now!" (see Appendix A)].
- Identify "indicators" that will be used to be monitored the progress made against the annual shared safety goals and to develop the annual KC Safe City Report Card.
- Monitor and analyze KC Safe City Indicator data.
- Develop the annual KC Safe City Report Cards.
- Present the annual KC Safe City Report Card to the KC Safe City Steering Committee.
- Work toward becoming a national center for problem-solving and preventive safety.

#### **ACTION STEPS**

FOR OTHER MEMBERS OF THE NEW SAFETY SYSTEM

- ► Work with the City to find long-term funding to fully staff the Center for Excellence in Safety.
- ◆Work with the Center staff to identify and share existing data related to our community's shared safety goals.
- Provide timely, updated safety, health and quality-of-life data to the Center for Excellence on a regular basis.
- Onvite Center for Excellence staff to block watch and neighborhood association meetings to share information on prevention and intervention techniques.

## Collaborative Planning and Analysis



Develop an Early-Warning Prevention System to identify emerging safety problems.

#### **ACTION STEPS**

#### FOR THE CITY

- Support the creation of a crossdepartment team that looks at how disparate data from respective departments can be used to develop and test "predictors" of safety, health and quality-of-life issues.
- Support at least one pilot project to test these "predictors," such as the Prospect Corridor.

#### **ACTION STEPS**

## FOR THE CENTER FOR EXCELLENCE

- Work with the Steering Committee to develop the Early-Warning Prevention System.
- Lead cross-department team to develop and test "predictors" of safety, health and quality of life and determine how to expand the team, when appropriate.
- Develop "predictors" based on FOCUS neighborhood and district types.
- Construct at least one pilot project to develop and test efficacy of hypothesized "predictors" of safety, health and quality-of-life issues.
- Ouse "predictors" as the basis for the Early-Warning Prevention System.
- Work with cross-department team to develop the Early-Warning Prevention System protocol, including how to communicate warnings, how to effectively intervene, and how this relates to neighborhood-based service delivery.

- PWatch for "hot spots" containing problematic safety, health and quality-of-life situations, assess the nature of the "hot spot" and alert the Steering Committee and others, as appropriate, to the situation.
- Monitor the KC Safe City Indicators from a prevention orientation.
- Outilize data, including citizen callsfor-service information collected from all city sources, to identify possible safety, health or qualityof-life trends.

#### **ACTION STEPS**

## FOR OTHER NEW SAFETY SYSTEM MEMBERS

- Commit KCPD and MAST staff to the City's cross-department team looking at developing and testing "predictors" of safety, health and quality of life.
- Be willing to participate in a pilot project to develop and test "predictors."

## Collaborative Planning and Analysis



Share data across departments, public safety agencies, and the community.

#### **ACTION STEPS**

**FOR THE CITY** 

Agree to make appropriate data and data updates available to the Center for Excellence in Safety.

#### **ACTION STEPS**

## FOR THE CENTER FOR EXCELLENCE IN SAFETY

- ■Work with members of the new safety system to identify appropriate data to be shared to aid in the monitoring and analysis of safety, health and quality-of-life conditions.
- ► Work with the Steering Committee to help departments, public safety agencies, and the community develop ways to effectively and efficiently share data.
- Combine data from various departments and agencies to evaluate data relevance and predictability, using GIS mapping as a key tool.
- Using this data, develop specific GIS data maps and research issues, as requested by the Steering Committee.

#### **ACTION STEPS**

## FOR OTHER MEMBERS OF THE NEW SAFETY SYSTEM

Agree to make appropriate data available to the Center for Excellence in Safety and other agencies and provide updated data on a regular basis.

## Collaborative Planning and Analysis



Enhance safety through the use of environmental design and FOCUS planning principles.

#### **ACTION STEPS**

#### FOR THE CITY

- Develop a program of "Enhanced Safety through Environmental Design" that combines the FOCUS planning principles with applicable Crime Prevention through Environmental Design principles for use when reviewing new development and redevelopment plans.
- ◆Incorporate public safety professionals into the planning process to ensure comprehensive review of new development and redevelopment plans.
- \*Public Safety Impact Statement" into the city's planning process. This statement includes public safety professionals' opinions on both the safety issues related to a new development or redevelopment plan, and our city's ability to provide the necessary public safety and emergency services to this area, based on current levels of public safety services.

- Consider how the design of neighborhoods, suburbs, streetlights, mix of housing, and other factors all contribute to safety.
- Coordinate the KC Safe City
  Initiative's recommendations with
  other programs to improve walkability and bicycle safety, to reduce
  traffic speed in neighborhoods
  and downtown, cultural and
  entertainment districts.

#### **ACTION STEPS**

#### FOR PUBLIC SAFETY AGENCIES

Provide trained staff to evaluate new development and redevelopment plans for (1) potential safety issues and (2) the potential strain on our safety system's and emergency response resources; communicate these opinions to the assigned City Planning and Development Department staff member.

#### **ACTION STEPS**

## FOR THE CENTER FOR EXCELLENCE IN SAFETY

- Oguide the city in creating neighborhoods that will maximize future safety of individual residents as well as the entire community, and reduce future strain on our safety system, using FOCUS planning principles combined with appropriate Crime Prevention Through Environmental Design principles.
- Suggest changes to current building and housing codes.

#### **ACTION STEPS**

## FOR THE OTHER MEMBERS OF THE NEW SAFETY SYSTEM

Survey your property and make the appropriate changes so that criminals or illegal activity are not hidden from view (such as adequate lighting and keeping your bushes and trees trimmed).

## **Community Education and Information**



**Develop a Unified Safety Campaign.** 

#### **ACTION STEPS**

FOR THE CITY

Ouse the KC Safe City Initiative logo as a common logo and design on city documents to reinforce KC Safe City Initiative themes, including Convention and Visitors Bureau information.

#### **ACTION STEPS**

## FOR THE KC SAFE CITY STEERING COMMITTEE

- Develop a unified set of messages based upon yearly safety goals set by the Steering Committee.
- Ouse the KC Safe City Initiative logo as a common logo and design on Steering Committee and Problem Solving Task Force documents to reinforce KC Safe City Initiative themes.
- Encourage all departments, public safety agencies, and groups in the safety system to work together on a unified set of messages.
- ◆Encourage local print and broadcast media outlets to run public service announcements and news stories related to the campaign.
- Work with local advertising and marketing agencies that are willing to work probono on the KC Safe City Unified Safety Campaign.

- Work with local schools to reinforce the campaign to young people.
- Report to the community on the progress toward our annual safety goals.

#### **ACTION STEPS**

## FOR THE OTHER MEMBERS OF THE NEW SAFETY SYSTEM

- Agree to work together on developing a Unified Safety Campaign that promotes the key themes and safety goals established by the Steering Committee.
- ▶ Agree to run local print or broadcast media public service announcements and news stories related to the campaign.
- Ouse the **KC Safe City Initiative** logo on printed materials, when appropriate.
- ◆Allow Unified Safety Campaign materials to be used in local schools to reinforce the campaign to young people.

### **Community Education and Information**



Emphasize individual responsibility.

#### **ACTION STEPS**

#### FOR THE CITY

- Encourage individuals to reduce disorder in their own homes, yards, and surrounding areas.
- Develop printed materials that educate individuals on how they can take responsibility for safety issues; call-takers, *FOCUS* Center staff and volunteers, and others who interact with the public can use these materials as well.

#### **ACTION STEPS**

## FOR THE CENTER FOR EXCELLENCE IN SAFETY

Communicate community standards of behavior through the KC Safe City Report Card, the Unified Safety Campaign, and all other materials produced for this **Initiative**.

#### **ACTION STEPS**

## FOR ALL MEMBERS OF THE NEW SAFETY SYSTEM

- Incorporate the "12 Ways to Improve Your Neighborhood Right Now!" document into all neighborhood and block watch and leadership training programs (see Appendix A). Make this document available for reprint by block watch groups, neighborhood associations, and other organizations and agencies; incorporate the KC Safe City Initiative logo.
- Citizens to Get Involved in Crime Prevention" document into all neighborhood and block watch training programs (see Appendix A). Make this document available for reprint by block watch groups, neighborhood associations, and other organizations and agencies; incorporate the KC Safe City Initiative logo.

- ◆Encourage individuals to reduce disorder in their own homes, yards, and surrounding areas.
- Encourage individuals to adopt healthy behaviors and lifestyles.
- ◆Take personal responsibility for making Kansas City safer . . . even the small steps make a difference.

### Community Education and Information



Develop an Annual Report Card on safety, health and quality of life.

#### **ACTION STEPS**

#### FOR THE CITY

- Ouse the KC Safe City Annual Report Card to celebrate success in becoming safer and to reward individuals and groups who have contributed to the effort.
- Distribute the report card to as many individuals and groups as possible, including through the city's website.
- Use the KC Safe City Annual Report Card to reinforce public awareness of the KC Safe City Initiative Principles.
- Use the KC Safe City Annual Report Card during annual budgeting review and development processes.

#### **ACTION STEPS**

## FOR THE KC SAFE CITY STEERING COMMITTEE

- Establish annual safety goals.
- Establish the schedule for the KC Safe City Annual Report Card.
- Review and approve the KC Safe City Annual Report Card developed by the Center for Excellence in Safety.
- Release the KC Safe City Annual Report Card to the media and the public.
- Based on report card results, establish next year's annual safety goals.

#### **ACTION STEPS**

## FOR THE CENTER FOR EXCELLENCE IN SAFETY

- Select indicators that can best measure progress against the annual safety goals established by the Steering Committee.
- Monitor safety indicators and measure progress against the annual safety goals on a quarterly basis.
- Measure safety indicators each year against the previous year's indicators.
- Develop a report card format that is easy to understand for the average resident.
- Complete KC Safe City Annual Report Card.

#### **ACTION STEPS**

## FOR THE OTHER MEMBERS OF THE NEW SAFETY SYSTEM

Share results of the KC Safe City
Annual Report Card with members
of your organization and your
neighbors.

### **Community Education and Information**



Institute annual neighborhood safety meetings.

#### **ACTION STEPS**

**FOR THE CITY** 

- Encourage city staff working in neighborhoods to attend safety meetings and participate on Neighborhood Safety Teams.
- Make FOCUS Neighborhood Assessment results and data available to the Center for Excellence in Safety.

#### **ACTION STEPS**

## FOR THE CENTER FOR EXCELLENCE IN SAFETY

- Ousing FOCUS Neighborhood
  Assessment process results, assist
  neighborhoods with developing
  their own specific safety, health
  and quality-of-life annual goals.
- Create safety-related GIS maps and other tools to help neighborhoods understand the complex safety problems facing them.
- Assist neighborhoods in analyzing safety, health and quality-of-life trends for their area.
- Assist neighborhoods in setting up annual safety meetings to assess their own safety, health and quality of life.
- Report the results of Neighborhood Safety Team meetings to the Steering Committee.

#### **ACTION STEPS**

#### FOR THE NEIGHBORHOODS

- Encourage local businesses, institutions, and city staff working in neighborhoods to attend safety meetings.
- Form Neighborhood Safety Teams of safety professionals, city staff, businesses, institutions, neighborhood leaders, and individual residents to address difficult safety problems.
- Record and share successful neighborhood safety efforts with other neighborhoods and the media.

#### **ACTION STEPS**

#### FOR PUBLIC SAFETY AGENCIES

● Encourage public safety professionals working in neighborhoods to attend safety meetings and participate on Neighborhood Safety Teams.

#### **ACTION STEPS**

## FOR OTHER MEMBERS OF THE NEW SAFETY SYSTEM

- ► Encourage employees working in neighborhoods, youths and students to attend safety meetings and participate on Neighborhood Safety Teams.
- ► Encourage young people representing the interests and perspectives of Kansas City youths to join the KC Safe City Steering Committee and the Problem-Solving Task Forces.

## New Model of Service Pelivery



Encourage collaboration among departments, public safety agencies, neighborhoods, and the community.

#### **ACTION STEPS**

#### FOR THE CITY

- ◆Hold quarterly City Staff meetings to discuss safety, health and quality-of-ife issues across city departments.
- Constantly educate city staff on how safety, health and qualityof-life issues cross departmental lines of responsibility.
- Develop clusters of services available through the different *FOCUS* Centers.
- **○**Do a pilot project testing the efficiency and effectiveness of cross-trained inspectors.
- Develop and launch multi-disciplinary and cross-departmental neighborhood-based service delivery teams.
- Establish neighborhood-based service area, or "sectors," which are consistent with existing neighborhood boundaries, to expand relationships between and problem-solving capabilities of city staff and the community.

- Evaluate city staff based on collaboration and work with other agencies, departments and neighborhoods.
- ► Hold neighborhood-based teams accountable for service delivery in their assigned area "sectors."

#### **ACTION STEPS**

## FOR KC SAFE CITY STEERING COMMITTEE

- ◆Hold monthly Steering Committee meetings to discuss shared goals, progress toward goals, and issues.
- Encourage all safety-related departments and agencies to explore new creative ways of partnering with the faith community, community organizations, businesses, neighborhoods, and blocks to develop safety strategies.

#### **ACTION STEPS**

#### FOR THE POLICE

- Encourage the continuation and evolution of KCPD's Community Policing efforts, through the implementation of the recently approved KCPD Community Policing Recommendations.
- Continue community-policing efforts to allow officers time to work with neighborhoods on specific problem-solving and prevention initiatives.

#### **ACTION STEPS**

## FOR THE OTHER MEMBERS OF THE NEW SAFETY SYSTEM

- Support community-policing efforts by working with officers in your neighborhood to identify issues, solve problems, and develop prevention strategies.
- ■Work with FOCUS and CAN Center and LINC Caring Community staff and volunteers or directly with the City to identify specific services that would benefit your neighborhood or district, as well as other similar areas.
- ▶ Meet regularly with the neighborhood-based service delivery team assigned to your area to identify and solve problems and to develop prevention strategies.
- ► Hold regular neighborhood association or block club meetings and invite public safety professionals and local businesses, organizations and institutions, as well as residents, to attend and become active members.

## New Model of Service Pelivery



Tailor service delivery to the different FOCUS neighborhood and district types.

#### **ACTION STEPS**

#### **FOR THE CITY**

- As stated in the FOCUS Kansas
  City Plan, establish a "Service
  Area Framework" for planning,
  organizing, delivering and evaluating services in the community
  based on the four FOCUS neighborhood types (Developing,
  Conservation, Stabilization, and
  Redeveloping Areas) and three
  business district types (Downtown,
  Cultural, and Entertainment).
- Conduct pilot projects in each neighborhood type and evaluate the results.
- ◆ Continuously invest in employee development train and re-train staff to work in teams focused on citizen-oriented service delivery and better ways to implement the FOCUS initiatives.

#### **ACTION STEPS**

## FOR THE OTHER MEMBERS OF THE NEW SAFETY SYSTEM

- ◆ Work with City staff to identify specific services that would benefit your neighborhood or district, as well as other similar areas.
- ◆Actively participate in pilot projects in your area and provide support and constructive suggestions to city staff.

## New Model of Service Pelivery



**Encourage greater participation in the safety system.** 

#### **ACTION STEPS**

#### **FOR THE CITY**

- Celebrate neighborhoods that improve safety with awards and recognition; share their successes with others.
- Recognize smaller individual contributions through neighborhood associations and block clubs.
- Make special efforts to reward efforts in neighborhoods that need the most encouragement.
- ◆Honor, respond to, and respect concerns voiced by citizens who are working to improve safety.
- Develop a "Safety Welcome Wagon" program with Public Safety Agencies to introduce residents of newly developed areas to city staff and safety professionals assigned to their area and the KC Safe City Initiative Principles.

#### **ACTION STEPS**

#### FOR PUBLIC SAFETY AGENCIES

- ◆Include community members in planning or problem-solving sessions related to your agency's operations.
- Partner with the City to develop the "Safety Welcome Wagon" program.

#### **ACTION STEPS**

## FOR THE OTHER MEMBERS OF THE NEW SAFETY SYSTEM

- Celebrate successful partnerships and activities within your own neighborhoods with awards and recognition; and share your successes with others, including your neighbors and the media.
- ◆Include neighborhood success stories related to safety, health and quality of life in local media.
- Attend and participate in your area's "Safety Welcome Wagon."

## New Model of Service Pelivery



Enhance Block Watch Groups' and Neighborhood Associations' ability to improve safety, health, and quality of life in their area.

#### **ACTION STEPS**

## FOR MEMBERS OF THE NEW SAFETY SYSTEM

- ► Expand existing block watch and neighborhood leadership training programs to include the "Broken Windows" and "Crime Triangle" concepts, the KC Safe City Initiative Principles, and other preventionoriented strategies.
- Train block watch and neighborhood association members on the "Broken Windows" and "Crime Triangle" concepts, the KC Safe City Initiative Principles, and other prevention-oriented strategies, and provide training on how to collect neighborhood-specific data.
- Work together to develop and initiate a "Mobile Block Watch" program to help organize neighborhoods in time of need.

#### **ACTION STEPS**

## FOR THE CENTER FOR EXCELLENCE IN SAFETY

Collect and analyze neighborhoodspecific data provided by the neighborhoods.

#### **ACTION STEPS**

#### FOR NEIGHBORHOODS

- Use block parties to discuss health and safety issues, and to introduce safety providers and neighbors.
- Stay current with changes in block watch and neighborhood leadership training programs and share these important changes with your neighborhoods.



**A:** Community Education Samples

**B:** Suggestions for **KC** Safe City Initiative Indicator Selection

**C:** Endnotes on Research and Sources





## Appendix A: Community Education Samples



individuals, block and neighborhood organizations, and in their communication materials. The **KC Safe City Initiative** encourages other neighborhood and block-building programs to adopt the following principles for increased involvement based upon **KC Safe City Initiative** principles.

Reprints of "Twelve Ways to Improve Your

Neighborhood Right Now!" and "Encouraging

Citizens to Get Involved in Crime Prevention" are

permitted and encouraged.







- Report crime promptly. Neighbors sometimes
  don't report criminal activity because they
  don't want to bother the police, they assume
  police are too short-staffed to respond, or
  they believe that there isn't much an officer
  can (or will) do about a given problem anyway. Whether the issue is graffiti, petty vandalism, or something much more serious,
  police cannot act without first hearing about
  the problem from citizens.
- 2. Report nuisances and other non-criminal problems promptly.
- 3. Take away the opportunity for crime. Lock your car and never leave valuables, even for a few minutes, in the car where would-be thieves might see them. Trim bushes or trees on your property that offer too-convenient hiding places. Make your front porch visible and make sure your home looks like someone lives there.
- 4. Meet the youth who live on your block and greet them by name. This makes each adult better able to help in an emergency and better prepared to discuss problems immediately as they arise.
- Make a list of the names and phone numbers of every neighbor on your block. Unless you

- know neighbors' names and numbers, you can't call them about a concern or let them know about a neighborhood problem.
- 6. Make a list of landlords in your area.

  As owners of property in the community,
  landlords are responsible to the neighborhood and most are rightly concerned about the health of the community in which their properties stand.
- 7. Turn your porch light on. Crime tends to decline in neighborhoods that are well lit. Turning on porch lights is a simple way to start this process.
- 8. Walk around the block. It sounds simple enough, but neighbors benefit over time when more responsible citizens walk about more, particularly for those who are comfortable doing it, at night, every night, around their block.
- Drive slowly on neighborhood streets. You can take the lead in slowing down traffic in your neighborhood and those around you.
- 10. Pick up the litter near your home, even if you didn't put it there. You can help stop the growth of trash in your neighborhood by taking away the existing litter that attracts it.

- 11. Stay where you are. Stable neighborhoods are built on the commitment of long-term residents who would rather live in a healthy community than move to a bigger house.
- 12. Help your neighborhood association or similar groups. If leadership isn't your desire, at least make sure someone in your household attends local neighborhood association meetings. You'll be kept better informed of the issues facing the neighborhood and how you can help and, perhaps more importantly, you'll have the chance to shape, guide, and participate in the future of your neighborhood.

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In cities that have been successful in getting citizens involved in the safety system, several factors tend to be in place:

- Police should have a strong role, but should not be asked to do it all. The first job of the police department is, and should be, response to emergency and life-threatening situations.
   The job of encouraging involvement should be extended beyond the police department.
   Cities that encourage and fund strong neighborhood organizations ensure increased citizen involvement.
- A unique type of leader is required to build involvement. Successful citizen involvement efforts are heavily dependent on the qualities of the leaders and implementers. A strategic plan can be written in a week but an effective one requires the involvement of many and takes considerably more time.
- Because unique leadership is involved, the success of citizen involvement programs tends to rise and fall dramatically with leadership

- turnover. An individual who has the right combination of enthusiasm, interest and skills to take the lead is essential. Often programs fail because that individual leaves and is replaced by someone with less enthusiasm.
- Effective citizen involvement efforts include a strong motivational component. The barriers to involvement are ones of belief, lack of knowledge, and lack of motivation, so people who can teach, motivate, and lead are required. These skills are far more important than such "mechanical" solutions as building a community center before a base of involved citizens who might use it has been established, or setting up a fund to purchase block watch signs before the block is truly organized.
- Effective involvement efforts must begin with understanding what involvement is. "Citizen Academies" do an effective job of teaching citizens about what police do, but could include an increased emphasis on the role of citizens.
- Every department should have a role in involvement. Successful cities reward citizen

- involvement by being responsive to citizen suggestions, complaints, and concerns. All city departments should be run with the understanding that every citizen interaction builds either a bridge or a barrier to the likelihood of that citizen acting in the community's best interest again.
- Give citizens concrete ideas of what they can
  do to make their neighborhoods safer. It is
  important for citizens to understand what
  involvement can look like in very specific
  day-to-day ways. The following example
  could be a starting point.
- Offer the ability to call after hours, receive services on the weekend, testify in front of City Council at prearranged times. Many other such examples combine to lower the barrier to involvement for all.

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## Appendix B: Suggestions for KC Safe City Initiative Indicator Selection

#### **OVERALL INDICATORS**

- Calls for service to City
- Census data

## EMERGENCY RESPONSE MEASUREMENTS

- Median 9-1-1 emergency response time
- Police department calls for service
- Fire department calls for service
- EMS/ambulance calls for service
- Satisfaction with emergency services

#### DOWNTOWN/CULTURAL/ ENTERTAINMENT DISTRICT SAFETY MEASUREMENTS

- Business crime statistics
- Crime statistics for each
- Perceived safety of downtown, business and cultural districts
- Tourism statistics

#### **OUALITY OF LIFE IN NEIGHBORHOODS**

Prevention Measurements	Safety Measurements
Total number of street light, storm drain, and sidewalk improvement projects completed	Self-reported feeling of safety in neighborhood and number of neighbors who self-report walking in neighborhood
Number of active, regularly scheduled meetings of block clubs and neighborhood groups	Self-reported perception of quality of life in Kansas City
Litter index scores	Reports of illegal dump sites

#### Other measures for consideration:

- Reports of suspicious persons
- Reports of traffic violations
- Reports and removal of abandoned vehicles
- Property crimes per neighborhood
- Reports of graffiti, prostitution, other quality-of-life violations
- Number of community, CAN, FOCUS Centers
- Number of Neighborhood Problem-Solving Teams
- Number of security evaluations and neighborhood audits
- Truancy rate
- Number of safe zones in City

#### **HEALTH DEPARTMENT MEASUREMENTS**

Prevention Measurements	Safety Measurements
Childhood immunization rate (under age 5) and/or number of adult shots (Pneumonia and "Flu" shots) for high-risk adults	Emergency department & hospital visits including deaths from communicable diseases (influenza, measles, tetanus, mumps, rubella, etc.)
Number of educational sessions provided on helmet and seat belt use and/or number of helmet/car seat safety events (give-aways and/or quality checks)	Rate of trauma injuries and deaths from traffic crashes reported by ERs & hospitals
Number of children attending appropriate injury prevention sessions (Safety Street/ injury prevention efforts)	Number of preventable (unintentional) injuries and deaths to children under age 15 (excluding traffic crashes)

#### Other measures for consideration:

- Number and outcome of restaurant inspections
- Number of noise complaints/number resolved
- Number of children vaccinated
- Success of rat control efforts

#### FIRE DEPARTMENT MEASUREMENTS

Prevention Measurements	Safety Measurements
Number of home visits/inspections or training sessions to check for working smoke alarms, fire extinguishers, and knowledge of their proper use	Emergency department & hospital visits including deaths from burns and smoke inhalation
Number of working smoke detectors in home	Percent of dispatch calls for residential fires reporting persons trapped in burning building
Number of fire prevention educational and other sessions scheduled with community groups to develop emergency home evacuation plans with families, self-reported by community groups	Number of serious, preventable burn injuries and deaths to children under age 15 (tracked by EMS, ER and hospital records)
Number of children provided age- appropriate fire educational safety messages (in schools, Fire Safety Mobile Unit, community locations)	

#### Other measures for consideration:

- Number of fires/type of structures/age of building and type of construction
- Injuries and fatalities from fires
- Reported arson/arson convictions

#### POLICE DEPARTMENT MEASUREMENTS

Prevention Measurements	Safety Measurements
Number of traffic violations and seat belt citations issued. Alternative measure: Observation study of seat belt compliance at key intersections in neighborhood.	Number and percent of traffic crashes with head trauma or other serious injuries requiring treatment.
Number of crime watch calls/reports of suspicious activity/person(s) and number of persons engaged by crime watch activities.	Reported Gang activities
Number of children receiving age- appropriate crime prevention/safety messages (in schools, Crime Prevention Mobile Unit, Move-UP and other locations). (Alternative: monitor Kauffman Teen survey — youth development and safety concerns)	Number of youth (under age 18) involved in violent crimes both as perpetrators and victims
Total misdemeanor arrests	Reduction in violent crime

#### Other measures for consideration:

- Reported crimes/crimes solved by category
- Drug-related offenses

## NEIGHBORHOOD AND COMMUNITY SERVICES, PARKS AND RECREATION MEASUREMENTS

Prevention Measurements	Safety Measurements
Increase in the number of dangerous and abandoned buildings removed each year	Number of calls to action center of 9-1-1 to report problems (drug activity, suspicious persons, fires, squatters, etc.) in vacant structures
Increase in fun, attractive and constructive youth activities in available recreation facilities	Number of youth involved in property crime (theft, auto theft, vandalism, etc.)
Number of safety-related upgrades to neighborhood parks	Number of citizens self-reporting use of parks for recreation and exercise
Increased number of codes violations cited and percentage abated each year	Citizen satisfaction with codes enforcement
Increase in collaboration between codes and neighborhoods	Volume of calls to Action Center for codes violations

#### Other measures for consideration:

• Perception of safety in parks

## Appendix C: Endnotes on Research and Sources



The information contained in the

#### KC Safe City Initiative Plan

came from numerous interviews

and conversations with safety professionals,
experts and others involved in safety in Kansas
City, Missouri, as well as from many written and
online documents.

Resources, Inc., also conducted "Best Practices" research on other cities. The purpose of this research was to investigate and identify notable programs from local governments that provided insights into solutions of key questions posed by the **KC Safe City Initiative**. Although this search was designed to allow for findings from any city whose programs we could identify, we took particular care to focus on 20 core cities. Our review consisted of research into publications, online data, and telephone interviews with sources in all core cities. Please contact The Rosselli Network for more details on the **KC Safe City Initiative Plan**.

THE ROSSELLI NETWORK

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## 20 Core Cities – "Best Practices" Research

Atlanta, GA

Austin, TX

Baltimore, MD

Boston, MA

Chicago, IL

Cincinnati, OH

Cleveland, OH

Dallas, TX

Houston, TX

Indianapolis, IN

Kansas City, MO

Louisville, KY

Milwaukee, WI

Minneapolis, MN

Newark, NJ

New York, NY

Portland, OR

San Diego, CA

Seattle, WA

St. Louis, MO

## KC Safe City Initiative Project Team "Best Practices" Onsite Interviews

NYPD CompStat & Quality-of-Life Policing
Strategies. Interviews with New York Police
Department staff were conducted during the KC
Safe City Initiative Project Team's visit to the
NYPD and NYPD's CompStat session. The team
also conducted an extensive interview with
Former New York Police and Transit Authority
Commissioner William Bratton. Additional
CompStat information was found on NYPD's
website at www.NYC.gov/html/nypd/html/chfdept/
compstat.html.

Baltimore's CitiStat. Interviews with Mayor Martin O'Malley and CitiStat staff were conducted during the KC Safe City Initiative Project Team's visit to the City of Baltimore and the CitiStat session. Additional CitiStat information was found on their website at www.ci.baltimore.md.us/news/citistat/.

The Greater Newark Safer Cities Initiative & "Broken Windows" Theory. The KC Safe City Initiative Project Team attended The Greater Newark Safer Cities Initiative team meeting and conducted extensive interviews with Rev. Luke Davis and Drs. George L. Kelling and Catherine M. Coles.

#### City of Dallas 311/911 Communication Center.

Kristen Rosselli conducted interviews with key staff during her visit to the Dallas 311/911 Communication Center. Additional information was found on their website at 311.dallascityhall.com/index.html

#### FOCUS Kansas City

The FOCUS Kansas City Plan is available from:

FOCUS Kansas City

City Hall – 15th Floor

414 E. 12th Street

Kansas City, MO 64106

816-513-2822

www.kcmo.org/planning.nsf/focus/home

The FOCUS Neighborhood Assessments reports are available online at:

www.kcmo.org/planning.nsf/focus/home

### KC Safe City Initiative Pocuments

Guidebook for Perspective Groups, January 2001.

Guidebook for Work Teams, June 2001.

Perspective Group Reports, March 14, 2001.

Work Team Reports, August 21, 2001.

#### **Problem-Solving Approach**

#### Section 2

#### **Broken Window Theory**

James Q. Wilson and George L. Kelling, "Broken Windows: The Police and Neighborhood Safety," *The Atlantic Monthly* (March 1982 Volume 249, No. 3; pages 29–38).

George L. Kelling and Catherine M. Coles, *Fixing Broken Windows: Restoring Order and Reducing Crime in our Communities* (The Free Press, 1996).

#### Crime Triangle Model

The **Crime Triangle** information was written by John Campbell, of Campbell DeLong Resources, Inc. (www.cdri.com) and is adapted from work by Rana Sampson of Community Policing Associates. The concepts here draw on work by Herman Goldstein, Rana Sampson, John Eck, William Spelman, and the Police Executive Research Forum. For more detailed information about this model and issues of problem solving around crime and fear of crime, contact: Rana Sampson at Community Policing Associates, 4817 Canterbury Drive, San Diego, CA 92116, 619-282-8006.

#### **Problem-Solving Approach**

Ideas for the Problem-Solving Approach section came from the **National Center for Community Policing,** Michigan State University, website at <a href="https://www.cj.msu.edu/~people/cp/">www.cj.msu.edu/~people/cp/</a>

#### Section 5

#### KC Safe City Steering Committee

Bureau of Justice Assistance, *Comprehensive Communities Program: Program Report*,
March 2001, (NCJ Document # 184955),

www.ncjrs.org/pdffiles1/bja/184955.pdf

#### **Problem-Solving Task Forces**

**Baltimore, MD: LeadStat.** Information on LeadStat was found on their website at www.baltimorecity.gov/government/health/leadstat/phase2.html

# **Denver, CO: Pulling America's Communities Together (PACT).** Bureau of Justice Assistance, *Comprehensive Communities Program: Program Report,* March 2001, (NCJ Document # 184955), found at www.ncjrs.org/pdffiles1/bja/184955.pdf

#### San Jose: "Strong Neighborhood Initiative."

Contact: Mark Linder, Director of Parks, Recreation, and Neighborhood Services Department at 408-277-4768; the website is www.strongneighborhoods.org

#### Streamlined Non-Emergency Communications

Chicago, IL: 311 City Services. Contact:
Theodore F. O'Keefe, Director of 3-1-1 City
Services, Office of Emergency Communications,
City of Chicago at 312-744-6671,
tokeefe@cityofchicago.org

#### Dallas, TX: 311/911 Communications Center.

Contact: Kenneth W. L. Moore, Assistant Manager Fire Department 9-1-1/3-1-1 Communications Center, 214-670-3136. Additional information found at their website: 311.dallascityhall.com/index.html

#### Houston, TX: 311 Center and ServiceStat Program.

Information on City of Houston's 3-1-1 Center and ServiceStat Program was found on their website: www.cityofhouston.gov

Community Safety Indicators
Jacksonville, FL, Quality of Life in JacksonvilleIndicators for Progress. Kate Besleme, Elisa
Maser & Judith Silverstein, "A Community
Indicators Case Study: Addressing the Quality of
Life in Two Communities" (March 1999), and the
project's website at www.jcci.org/qol/qol.html

**Nevada's Truckee Meadows Region Indicators.** 

Kate Besleme, Elisa Maser & Judith Silverstein, "A Community Indicators Case Study: Addressing the Quality of Life in Two Communities" (March 1999), and the project's website: www.quality-of-life.org/indicators.html

Cleveland, OH: Social Indicators Series.

Information found on the United Way Services of Greater Cleveland website at www.uws.org/community/indicator.asp

Sharing Vata Across Vepartments
Houston, TX: Geographic Data Committee.

Information found on their website at www.911.org/technology/mapping.asp

Hartford, CT: Hartford Areas Rally Together (HART). Thomas Rich, "Crime Mapping and Analysis by Community Organizations in Hartford, Connecticut," National Institute of Justice: Research in Brief (March 2001).

Chicago, IL: Information Collection for Automated Mapping (ICAM). Information about ICAM was found on their website at www.ci.chi.il.us/
CommunityPolicing/ AboutCAPS/NewTech/ICAM.html

**Seattle, WA: COMPASS Project.** Information about Seattle's COMPASS Project was found on their website at <a href="www.ci.seattle.wa.us/planning/compass/">www.ci.seattle.wa.us/planning/compass/</a>

#### Crime Prevention Through Environmental Pesign Baltimore County, MD: CPTED Advisory Group.

Contacts: Lynn Lanham, CPTED Advisory Group
Coordinator at 410-887-3480, Planning Office,
401 Bosley Ave, Towson, MD 21204, mlanham@
co.ba.md.us and Officer John Reginaldi, CPTED
Advisory Group Member, Baltimore County Police
Department at 410-887-5901, jreginaldi@
md.prestige.net

#### **Eugene, OR: Crime Prevention Specialist.**

Contact: Tod Schneider, Department of Public Safety, Crime Prevention, CPTED Specialist at 541-682-8186.

# **Albuquerque, NM: CPTED/Community Planning Engineer.** Information about Albuquerque's CPTED/Community Planning Engineer was found on their website at: www.cabq.qov/police/cfmhp/

Sarasota, FL: CPTED Principles in Land

Development & Redevelopment. Information on

Sarasota's program was found on the National

Crime Prevention Council website,

www.ncpc.org/3cpted.htm

#### **Unified Safety Campaign**

National Crime Prevention Council Public Service Campaigns. Information about the National Crime Prevention Council Public Service Campaigns was found on their website at <a href="https://www.ncpc.org/educ.htm">www.ncpc.org/educ.htm</a>

#### Safety Report Card

**New York, NY: Mayor's Semi-Annual Report Card.** Information about the Mayor's Report Card was found on their website at: *home.nyc.gov* 

Boston, MA: Indicators of Progress, Change and Sustainability. Information about Boston's program was found on the Community Foundations website at: www.tbf.org/current/pcs.html

#### Collaboration between Pepartments, Public Safety Agencies, Neighborhoods and the Community

National Center for Community Policing, School of Criminal Justice, Michigan State University, "Neighborhood Service Network Model Report," 1992, Robert C. Trojanowitz, Bonnie Bucquerous, Tina McLanus, David Sinclair.

Chicago, IL: Chicago's Alternative Policing
Strategy (CAPS). "Community Policing in Chicago,
Year Two: An Interim Report," June 1995, prepared
by the Chicago Community Policing Evaluation
Consortium.

#### Chicago, IL: Service Delivery Model. Contact:

Theodore F. O'Keefe, Director of 3-1-1 City Services, Office of Emergency Communications, City of Chicago at 312-744-6671, tokeefe@cityofchicago.org, and through the city's website at www.cityofchicago.org

Anaheim, CA: Neighborhood Improvement
Program (NIP). Contact: Steve Swain, Supervisor
of Neighborhood Services Division, City of
Anaheim, California, 714-765-4456.

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**St. Louis, MO: Neighborhood Stabilization Team (NST).** Contact: Cindy James, Manager of Citizen Services Bureau and Assistant to Director of NST, 1200 Market St., City Hall, Rm. 234, St. Louis, MO, 63103, 314-622-4668.

**New York, NY: Model Block Program.** Information about the Model Block Program was found on the National Crime Prevention Council website at <a href="https://www.ncpc.org/nyc.htm">www.ncpc.org/nyc.htm</a>

Encouraging Greater Neighborhood Participation
San Francisco, CA: Neighborhood Emergency
Response Team. Information on San Francisco's
program can be found at: www.sfnert.org

Austin, TX: City of Austin Neighborhood Academy. Information on Austin's Neighborhood Academy program was found on their website at www.ci.austin.tx.us/academy/neighboracad.htm

Communicate New Block Watch Principles
Hartford, CT: Crime Mapping. Thomas Rich,
"Crime Mapping and Analysis by Community
Organizations in Hartford, Connecticut."
National Institute of Justice: Research in Brief
(March 2001).

#### San Diego, CA: Senior Citizens Volunteers.

Information about the Senior Citizen Community Policing Volunteers and the Retired Senior Volunteers on Patrol (RSVP), was found on their website at www.co.san-diego.ca.us/cnty/cntydepts/safety/sheriff/patrol/sanmarcos/sm\_volunteers.html



The **KC Safe City Initiative**, a year long community-based strategic planning process sponsored by the City of Kansas City, Missouri, represents the ideas of several hundred community members, safety professionals, and experts.

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and
Acknowledgments



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City of Chicago 311 City Services, Chicago, IL

City of Dallas 311/911 Communications Center, Dallas, TX

City of San Antonio 311 Center, San Antonio, TX

#### **PHOTOS PROVIDED BY:**

Children's Mercy Hospital

City of Kansas City, Missouri

**Draper Communications** 

Kansas City Neighborhood Alliance

Kansas City, Missouri Police and Fire Departments

Metropolitan Ambulance Services Trust

MOVE-Up

Partnership for Children

CITY OF FOUNTAINS HEART OF THE NATION

